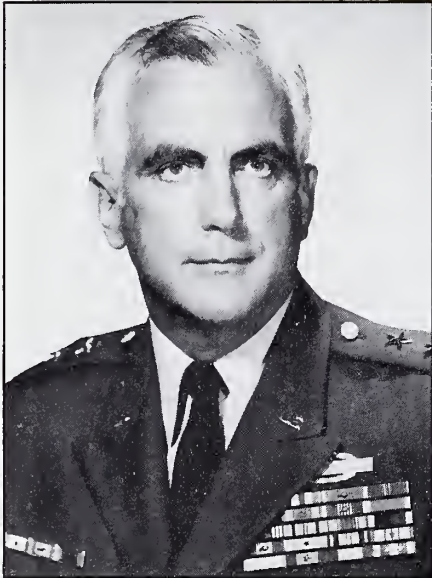


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I WANT YOU...

Views and Reviews



MG William L. Mundie

We're into a new year. Fiscal year '78 was a tough one. You did a superb job in again bringing the Command in at about 99 percent overall objective accomplishment. We exceeded our mission for NPS females and prior service and closed in about 400 short of our goal of 75,000 NPS high school diploma grads. A *big* plus is the fact that we brought in the largest percentage of NPS male high school diploma graduates for any recruiting year in the history of the Army Recruiting Command.

Let's continue strong into FY 79.

What can we expect in the new fiscal year?

* By May, total involvement of USAREC in the Reserve recruiting mission, and FY 79 active Army objectives assigned to recruiters as of 1 Sep. 78 are:

- * 116,700 non-prior service males; (FY 78: 109,300);
- * 18,700 females; (FY 78: 17,600);
- * 10,000 prior service; (FY 78: 10,100).

As you know these numbers are subject to periodic change, depending on reenlistments, first-term losses, and other factors. While the overall numbers don't mean much to you yet as individuals, suffice it to say, everyone's job will be tougher.

But this Command thrives on challenges. I am confident that FY 79 will be another successful year . . . doubly successful for active and USAR recruiting — doubly successful for the Total Army.

Keep up the outstanding work! And . . . thanks for all that you have done, individually.

WILLIAM L. MUNDIE
Major General, USA
Commanding

FOR THE TOTAL ARMY

★ Active ★ Guard ★ Reserve

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October's front cover is an updated version of Flagg's famous recruiting poster. Cut it out and display it in your station. The back cover illustrates just a small portion of what it's like to be among the Army's elite — the Rangers.



*What began as
a joke
became
America's
most
serious
heritage*



Uncle Sam

The legend of our symbol

By J. E. BEHRENS, Ass't Editor, KNIGHT TEMPLAR

Like every other country, the United States has its heroes, names which bring to mind strength, skill, common sense — in short, all those attributes which combine to make the ideal American. Often the hero and the surrounding legend are part of the folk tradition: Paul Bunyan and his blue ox "Babe" were imaginative symbols of the bigness of the American West. But commonly the "folk" heroes, the symbols of ideal characters, were actual persons.

Johnny "Appleseed" Chapman was an American pioneer born in Massachusetts in 1774. He spent his life travelling between Pennsylvania and Indiana, planting and distributing apple seeds to the settlers. John Luther "Casey" Jones

was, in fact, a locomotive engineer who lost his life in 1900 while saving a trainload of passengers.

There is, however, one American "folk hero" who is unique in the sense that he is not the representative of any one type of individual. Rather, he stands for a nation, a government. He is, as one writer describes him, "our composite American personality," "the personal, human embodiment of the U.S.A." That hero is **Uncle Sam**.

Uncle Sam is also unique because he has no static legend which places him at some point in the country's history — for Uncle Sam's "legend" is the history of the United States, a continuing story of success and failure that changes

with each new President of battlefield or shift of the currency. He is a mature man, true, but he remains ageless in the daily references to him. He is a bit taller than the average American, but then it is only correct that his figure appear more imposing — the better to be seen by other nations.

He is normally characterized as a friend, benevolent yet stern, with the eyes of a father but less frightening. He is a man invested with "horse sense," a natural intelligence. And why not? His "schoolrooms" have been the halls of Congress, the western frontier, Appomattox and the Alamo. He is a patriot of the first order, and if at times he is portrayed as being confused at the events taking place around him, it is not because he is ashamed of the stars and stripes — only of those who seem to ignore its message.

The legend of Uncle Sam goes back to the War of 1812, our second conflict with Britain. Samuel Wilson, the seventh in a family of thirteen children, was born September 13, 1776, to Edward and Lucy Francis Wilson in Menotomy, (later Arlington) Massachusetts. The Wilsons, of Scottish heritage, took their children in 1780 and bought a farm near Mason, New Hampshire. Sam was 14 at the time.

For the next few years he remained with his family on the farm. His wife-to-be, Betsey Mann, was daughter of the local store/tavern keeper, and Sam was a frequent visitor. (It is interesting that Johnny Chapman or Appleseed, also born in Massachusetts, was known to stop at Mann's establishment, and it is more than likely that the two men who were to carve such auspicious futures were briefly acquainted.) But Sam was not content to remain in Mason. In 1789 he and his brother, Ebenezer, moved to Troy, New York.

The brothers began as brickmakers, but by 1793 they had entered their own business as meat packers. Eventually they also

prospered in the grocery and drygoods business, and even managed a distillery for a time.

Their success was such that in 1799 when Sam returned to Mason to marry Betsey, he took not only his new wife back to Troy with him, but he also brought back the Wilsons and the Manns.

With the onset of the war, the small town of Troy was a busy center. At nearby Greenbush, 300 acres of land had been purchased to house 6,000 American troops. In 1812, Elbert Anderson, an Army contractor, in charge of rations for all troops in New York and New Jersey, had advertised locally for sealed proposals for supplying pork and beef to the soldiers. The Wilson Brothers complied and were offered one of the contracts. In fact, Sam was appointed as inspector of beef and pork for the northern army.

The Wilson Brothers' meat was packed in sturdy oak barrels which bore the initials "E.A. — U.S." The "E.A." stood for Elbert Anderson, but the "U.S." was a puzzle. According to one source (writing of the episode 18 years later), "the letters U.S. for United States were entirely new."

Thus, when one workman asked another what the letters stood for, he answered "Uncle Sam" — meaning Sam Wilson. Quoting from the 1830 account: "The joke took among the workmen, passed currently, and 'Uncle Sam' himself being present, was occasionally rallied by them on the increasing extent of his possessions." It seems that everyone knew Sam Wilson as "Uncle Sam." With so many siblings he had a large number of nieces and nephews and was an uncle many times over.

It is also recorded that many outside the family called him "Uncle." One of Sam's great-nephews, Lucius E. Wilson, many years later described him as "jolly, genial, generous, and known and called 'Uncle Sam' by everyone."

For some reason the name stuck, and what began as a joke was to persist as a most serious part of

America's heritage. The author of the 1830 account himself recalls remarking at the time, "how odd it would be should this silly joke, originating in the midst of beef, pork, pickle, mud, salt and hoop-poles, eventually become a national cognomen."

Uncle Sam came on the American scene at a most propitious time. The East was settling into respectable cities, the West had been opened to pioneers for almost ten years and it was obvious that "The United States" would eventually grow into a world power.

Uncle Sam has always been portrayed as a mature, knowing man. Even in the earliest drawings, dating to 1832, he is tall, straight-backed, and with a look of understanding. He represented the country's coming of age. Alton Ketchum, Uncle Sam's biographer, notes that "to the British, Uncle

was the first to give Sam whiskers, or the now prominent "goatee."

James Montgomery Flagg's "I Want you" poster (see box), the best-known and most-widely distributed portrait of Uncle Sam, was drawn in 1917. Some 4,000,000 copies were issued in World War I, and another 400,000 in the Second World War.

From his humble birth in Troy, New York, Uncle Sam has developed into an emblem of freedom throughout the world. For immigrants his name meant protection and abundance. For second-generation native Americans, Uncle Sam meant pride and permanence in their homes.

Following the War of 1812 Americans were beginning to feel the pangs of nationalism, of belonging to a new nation — the entire continent was opening up — and Uncle Sam was there to encourage them.




The weatherworn and demanding forefinger of Uncle Sam on the famous recruiting poster became a legend in defense of freedom for our country. The artist himself, James Montgomery Flagg, posed for Uncle Sam in the famous World War I poster. It was found so compelling that the poster was reissued in World War II. But the message on the poster lives on even in peace time and for USAREC today is as valid as it was in World Wars I and II. He still needs you for the U.S. Army.

Sam was a wholly alien concept, charged with overtones of rebellion and independence; he stood for the complete and successful defiance of authority in the name of freedom."

From the beginning it seems, Uncle Sam was dressed **in uniform**: his striped trousers, overcoat and be-starred top hat reminiscent of the flag. In early portraits he is clean-shaven — many times he would be depicted as a recognizable historic character, such as Benjamin Franklin or Abe Lincoln. Thomas Nast, America's best-known political cartoonist who popularized the Republican elephant and Democratic donkey,

Sam Wilson of Troy, New York, died July 31, 1854. His obituary is interesting because it states, "In his religious creed he was tolerant to all," similar to the symbol he generated. But Sam Wilson lives immortal in the hearts of Americans and indeed all over the world.

Many other nations have discovered the importance of America's friendship and strength, so much so that they too have come to call the U.S., with affection, Uncle Sam. 

Reprinted with permission. KNIGHT TEMPLAR magazine, Volume 24, No. 7, July 1978.

Borrowing from the idea of helpers in the other fields — nurse's aide, general's aide, civilian aide — the Recruiting Command has come up with its own — the recruiter aide.

Who are the aides? Any soldier who stands out as a good prospector for the Army, especially those who have worked with the recruiter in the Delayed Entry Program, is a likely candidate.

Aides are not randomly assigned. They are handpicked by their recruiters or commanders based on their potential to contribute to recruiting. By returning to their home towns for a specified time, there is a rapport built between the recruiter and the enlistee that can give the recruiter better access to the recruiting market.

Aides are not recruiters, and unlike nurse's aides, they don't do the chores so their supervisors can do more important jobs. Aides' only job is to go out among their peers and find prospects.

Easy? No way. In this game the points don't count until the recruiter meets *face-to-face* with a prospect.

The Recruiting Command sets no limits on the number of aides that can be returned to a station.

Until recently the program consisted of aides only from TRADOC. In June new faces were brought into the program with FORSCOM aides. The duty is the same for the two groups, but qualifications differ.

On the TRADOC side, the aide is nominated by the recruiter or AIT commander, must be a high school diploma graduate, under 21, and be enroute to a PCS station.

The TRADOC aide is deployed initially for 30 days and can be extended for an additional 30 if his performance warrants. At last count, extensions for aides were running at about 15 percent.

The FORSCOM aide must have 6 to 18 months in service, be already assigned to a unit, and be under 23 years of age. This aide must be an outstanding soldier with no record of disciplinary problems. The FORSCOM aide can be assigned only to areas where recruiting help is required the most. They serve only once as aides and are limited to one 30-day period.

Captain Bruce E. Terrell, Programs Branch, Recruiting Management, oversees the program. His enthusiasm about the program shows, but he cautions that "the recruiter aide cannot be used as a gopher. He is not to be used for running errands or doing menial jobs that the recruiter would rather unload onto someone else. His time is valuable — like any recruiter's. Put the aide into the high schools or wherever the prospects are. After all, the aide probably grew up in the town and may know it better than the recruiter."

Recruiter bridge generation

In the late sixties and early seventies a parapsychological term came into general use. Adults and teenagers alike used the term "generation gap" to describe their inability to communicate with members of the younger — or older — generation. Let's face it, it can be difficult for a 30-year-old to talk to an 18-year-old, and, with a nod the other way, for 18-year-olds to talk to us.

But don't despair. There are two groups of young

Aides the ion gap

people whose job it is to help solve the Army recruiter's communications problems.

On pages 7 through 9 you will find an article describing the status of the recruiter aide program, as well as several short articles about recruiter aides at work. Pages 10 through 12 do the same with regard to DEPpers.

Don't underestimate the value of these young people to you. Let them be your bridge across the chasm known as "Generation Gap."

He stresses that the aide's performance report is extremely important. "Be totally honest," advises Captain Terrell. "A high or low report does not reflect on the recruiter. It reflects only on the performance of the aide."

Another point stressed is that recruiters must guide the aides by helping with their itineraries and suggesting ways they can be more effective. A little imagination can go a long way. One IG report showed that a DRC used the Hometown News Release Program to insert an aide's photo in the local newspaper. It was a clever way to let the aide's friends and classmates know that he was back in town on military duty.

The Recruiting Management people acknowledge some complaints that the aide nomination system does not insure a fair share of returns. Tracing applications is difficult. "If the proper procedures are followed," CPT Terrell says, "a large percentage of the nominations will be returned."

"We've come up with a new nomination procedure which should relieve most of the difficulties. Some recruiters have waited to nominate prospective aides long after the enlistee has departed for basic training or has returned home on leave before attending AIT. If an enlistee looks promising as an aide, the recruiter should place the nomination form in the processing packet at the time the basic enlistment papers are completed."

USAREC Form 465 provides a format for station commanders to request soldiers for aide duty. The form should be sent in duplicate to the guidance counselor for completion at the time of enlistment. After the counselor completes the required items, a copy is sent to the DRC and the original goes into the enlistee's field military personnel record jacket before leaving the AFEES.

"The recruiter aide cannot be used as a gopher. His time is valuable — like any recruiter's. Put the aide into the high schools . . . The aide probably grew up in the town and may know it better than the recruiter."

Captain Terrell added that nominations are often not returned because the AIT commander rejects the application or it can go to the wrong AIT site. About 5 percent of the applications are not considered because of recruiter error in making out the application.

A few growing pains are still being felt in the FORSCOM program, but CPT Terrell feels the difficulties are being worked out. "DRC and installation cooperation is absolutely necessary to insure success of the program," he says. "Keep the lines of communication open and give the program a chance. We need these contacts to get contracts and accessions into the Army."

Letting the bridge build

"Private I.M. Efficient has brought in 50 good prospects in the last two hours, and is invaluable to our recruiting efforts," Sergeant Prepare Himwell stated. On the other hand, according to Sergeant Take-what Comes, recruiter aide Private Enlist Nobody has brought in no one and, in fact, has trouble even finding the recruiting station.

What's the difference between these two recruiter aides? Is one recruiter simply lucky to have a good recruiter aide? Probably not. Recruiters who use recruiter aides don't think that luck plays a very large role at all in designating the type of recruiter aide they are assigned. In fact, they take full responsibility for their "luck."

"The traits that make a high school student a leader in his group are usually even more developed after basic training . . . The characteristics that drew people to him in high school will work to his advantage as a recruiter aide."

Selecting an individual as a recruiter aide should be a very careful process. As Columbia, S. C., recruiter Sergeant First Class Bill Calliham says, "Don't pick just anyone for the sake of having someone come back to your station. The individual who makes the most effective recruiter aide can usually be identified even before he goes on active duty. He's the one who has connections; he's the leader in his group."

Statesboro, Ga., Army recruiter Staff Sergeant John Bailes reiterates this point, "I look for the personality traits that make a good recruiter aide. I call it a friendly-aggressive personality. If a recruiter aide naturally enjoys meeting new people, it will be a lot easier for him to speak in front of a group. If an individual has all the other traits, it will still be difficult for him to recruit if he has trouble talking to people.

Standing up in front of a group of people can be a frightening experience for many people, but others have a talent for public speaking or for meeting and conversing easily with strangers. Selecting an individual to be a

recruiter aide who has this talent is one way to insure that he will have the basic ability to be effective."

Bailes continued, "The traits that make a high school student a leader in his group are usually even more developed after basic training. Once an individual returns from basic training, the characteristics that drew people to him in high school will work to his advantage as he serves as a recruiter aide.

"Once a recruiter aide arrives at your station," SSG Bailes stated, "getting him properly prepared for his new duty is the first step to assuring his success. I always sit down with every new recruiter aide and go over major points from AR 601-210. I tell him what type of people I want him to look for and urge him to get people to come in for screening tests. Once your recruiter aide knows exactly what you expect from him, he will be able to do a much better job."

Charleston, S. C., Assistant Area Commander MSG Dave McQuinn explains, "There are times when the recruiter may want the recruiter aide to accompany him; however, in some instances it may be more effective for the recruiter aide to talk to his peers and former classmates alone. If the recruiter aide is always seen in the presence of the recruiter, his credibility may be lessened. People may think that his positive comments about the Army are prompted by the recruiter's presence."

There's no secret formula for obtaining the perfect recruiter aide, but a recruiter's efforts to select the type of individual he thinks will be successful and proper training of the recruiter aide might just change the "luck" of recruiters who've been getting too many Private Enlist Nobody's and too few Private I. M. Efficient's. (Joyce Robbins, Columbia DRC)

A survey of some of the more successful recruiting stations in the Richmond DRC indicates that aggressive recruiting and proper use of good recruiter aides are major ingredients in success. In fact, some recruiters feel "assistant" or "associate" recruiter would be a better and more descriptive title than recruiter aide.

ers tell how it's done

On a typical day during the school year, a recruiter aide will be at his old high school talking to students.

"Students are more likely to listen and believe one of their own," states SFC Jasper Brown, Portsmouth, Va., station commander, "especially if that person is talking their language and about what he has experienced in the Army.

"It's kind of a check to see if the 'old guy' is telling it straight. An aide can also eliminate the potential stumbling block of basic training. Many applicants hesitate about enlisting because they are unsure of basic, but the aide has just gone through it and can tell them how it was."

Although recruiter aides do the same general thing throughout all the stations, some places have achieved remarkable success by also having the aide concentrate on particular facets of recruiting.

One example is the Azalea station in Richmond. SSG Bill Harris, station commander, states that recruiter aides are also invaluable in helping refine school lists by using their knowledge of the peer group and the community.

Said Harris, "We also get good results when the aide verifies our pitch, and backs up what we say about the Army. Additionally, we had an aide who actually came up with a school list and refined it. He used his knowledge of the area and people, a high school yearbook, and the telephone book. It turned out to be a good list." (SP5 Ike Sutliff, HQ SERRC)

Priate First Class Kyle Bradley, on recruiter aide duty at the Springfield, Ill., station, is telling the young people there why he likes his MOS every time someone in St. Louis DRC territory turns on the radio.

Kyle was selected for use in three public service announcements and two paid advertisements produced by the St. Louis DRC's public information specialist, Don McClow.

The PSAs play on 173 radio stations, nearly 77 percent of all the radio stations in the DRC. The paid advertisements run on the DRC's strongest stations in the 18-24 year-old

market, including two stations in Springfield.

Kyle tells why he likes being an air traffic control operator. "I feel good about it... a lot of people depend on you." Each of the spots focuses on a different aspect of Kyle's decision. All emphasize that the Army has given Kyle "a solid future." As Kyle says enthusiastically, "I know for sure what I'm going to be doing for the next two or three years." (Chris Phillips, St. Louis DRC)

Something new in recruiter aides? How about people who've been in the Army for a little while, people who know something besides training schools, but still have friends in high school?

Well, that's what Milwaukee DRC's got — recruiter aides from FORSCOM. Privates Mike Copeland and Dale Mahnke are on recruiter aide duty in the Milwaukee DRC from Fort Stewart, Georgia.


Mike and Dale both enlisted to get the training and experience the Army has to offer, something on the minds of many young people. They've been talking to people back home in Janesville and Appleton, Wis., about their jobs as permanent party at Fort Stewart.

"I enjoy the heavy equipment I get to operate," Dale commented. "In the Army I'm getting hands-on experience."

Mike agreed, "I'm getting great experience as a mechanic on track vehicles."

*Both young men have been telling their friends that they **really** work daily at their jobs and, in their time off, there are a lot of other things to do.*

The people back home are interested in what the Army is *really* like. Is basic really rough? What's it like day to day?

Both young men have been telling their friends that they *really* work daily at their jobs and, in their time off, there are a lot of other things to do. Mike says he's traveled around the Southeast in his off-duty time, and used the post recreational facilities. "I like to play the drums. A bunch of us get together and play at the music center — it's great." 

dep:

a three-sided issue

Just as new blood will revive a tired body, a new recruiter often brings a new outlook and new ideas. Staff Sergeant Mike Dunn of Hillsboro, Ohio, has been on production only five months. In those five months he has helped to revive an area which had been lagging. According to his figures, that station is now operating at 140 percent.

His secret is having his DEPPers sit down and make a list of everyone they know between the ages of 17 and 26. "When it comes

to referrals many DEPPers eliminate people in their minds for reasons which may not be valid. I approach it from this angle: have them list as many people as they can. Then I go over the list with them and find out any physical reasons that may disqualify them. They also give me information about jobs, family, etc. This way, the probability that some of those people will enlist is increased."

Dunn explained that the station now has so many referrals using these lists that they don't contact

By SP5 CLAUDIA BEACH
Journal Staff

Stand in front of a three-sided mirror. Reflected in that mirror are three images, each slightly different because they reflect from different angles. In the same way, stand a recruiter, a DRC operations officer and a DEPPER side by side and mention the "Delayed Entry Program." Each person, depending on his role, sees the DEP in a different perspective.

From the headquarters view, DEP is primarily a personnel management tool: "Evenflow" is the key word, according to Captain Mary Becka, an operations officer at HQ USAREC. "The primary purpose of the DEP is to provide a smooth flow of people into training vacancies," she explains.

Master Sergeant Ken Rodd is no longer a recruiter. He is the NCOIC of RecEx at Fort Harrison, Ind. But, in remembering his days on production, he may generate some new ideas for today's working recruiter when it comes to DEP and preventing DEP dropouts.

"I established the Student Army Representative. I'd go to the high school guidance counselor for leads. When one of those leads signed up for the DEP he became the Student Army Representative. It was then his job to keep the Army literature up to date, take down defaced posters and generally be

my 'in-school salesman'," he explained. "By the end of the year I had juniors applying for the position!" he added.

That wasn't the only method he used. "I also set up a contest between my DEPPers. Basically, I put the DEPPers on production. Over a certain period of time, the DEPPER who brought in the most referrals won a dinner for himself and his girlfriend as my guest. By including his girlfriend as part of a team, it gave the DEPPER more incentive. Many times she, too, became a DEPPER. With this system I almost never had a 'walk-in.' All my DEPPers were referrals."

the people by phone the first time. Instead they send out flyers that say "I have important information about the Army for you. Contact SSG Mike Dunn, etc." "I find that the people who answer these flyers are the ones who most likely have been thinking 'Army' in the back of their minds," Dunn commented.

With so many referrals to follow up, Dunn and his partner don't have as much time as they would like to keep in contact with

their DEPPers. "But, we've lost only three since I've been here. The circumstances surrounding those three were such that I can't say it was our fault," Dunn said.

The "proof of the pudding" is this: Dunn has recently DEPPed a 25-year-old high school teacher. "One of her students gave me her name but said 'You'll never get her in'."

Preventing DEP drop-out is perhaps the hardest job a recruiter has. Because the time between enrollment in the DEP and active duty can be up to 365 days, DEPPers may become disinterested and wind up disqualifying themselves for many reasons.

"Keeping in contact with them is the key," commented Sergeant First Class Bernard Dixon, station commander in the Chicago DRC. Recruiters in his station keep in contact with their DEPPers and maintain interest by showing them *Soldiers* magazine, the *Recruiting Journal*, *Army Times* and other

Master Sergeant Michael C. Ireton, a member of the USAREC IG team, described the scene at an AFEES before the advent of the DEP. "Clerks, doctors and guidance counselors at the AFEES station would sit around for the first part of the month with little or nothing to do. But, when the end of the month came and recruiters pushed to reach their goals, those same clerks, doctors and counselors would be working overtime. With the DEP there is a steady flow of customers through the station. It's more cost efficient this way and makes the workload easier for everyone."

The tool used to control the DEP program is REQUEST, the computer which keeps track of people and training slots. Using this computer the guidance counselor can "DEP" a high school student or graduate

up to 365 days, depending on the availability of training slots in the chosen MOS.

The program lets future strength figures be calculated with great accuracy and ensures training personnel at the basic training sites that they will not get a greater than normal number of incoming trainees. It smooths out the peaks and valleys and lets the training establishment operate at optimum efficiency.

The recruiter also sees the DEP and the "DEPPER" as a management tool, but in a different sense. For him, the DEPPER represents "word-of-mouth" advertising — in a word: *referrals*.

"There is one 'top ranked' senior at any high school, and he is the recruiter's main target," states MSG Ireton. "DEP him and he will be your 'in-school

Rodd also followed up on his DEPPers once they went on active duty. "I called their parents after the first four weeks of basic, just before AIT, and again after about a year. The parents appreciated my interest. By selling the parents, I've got more salesmen in the field."

These are just a few of the methods Rodd used to keep his DEPPers interested. Even now, though not directly associated with production, he still looks for ways to promote the Army in the civilian community.

Sports is a powerful magnet among teenagers. Staff Sergeant Larry Mercier of the Richmond-South recruiting station in Virginia uses this magnet to keep up the interest of his DEPPers as well as to attract new prospects.

"I jog with some of my DEPPers to help them stay in shape so they won't disqualify on physical grounds when it comes time to go on active duty. This helps them in basic training, too," he said.

Mercier also organized the U.S. Army basketball team at the Thomas Dale High School in Chester, Va., a team made up solely of DEPPers. They play intramural

basketball as well as challenging the faculty and playing at fund raising events.

"It's good publicity for the Army. When kids see the team they want to become part of it. And to become part of it, they've got to be a DEPPER. That's a good way to attract them to the Army," Mercier commented.

He's also organized a softball team, along the same lines, at the high school in Clover Hill. DEPPers and prospective DEPPers play on this team.

And then there are the "pick-


Army related publications.

"When a new *Soldiers* comes in, the recruiter usually calls his DEPPers to say he has something interesting for them to read. It's a good reason for contacting DEPPers and keeping their interest up."

These Chicago recruiters also keep their DEPPers informed about Army happenings and new things that come about. "A salesman is only as good as his product — so we constantly keep them informed about our product," Dixon concluded.

The key to a successful DEP, as these recruiters have proven, is "follow-up." Follow-up on referrals

and on enlistees during their delay period to maintain their motivation and maintain the Army's credibility that we are concerned about them.

A successful DEP will most likely result in motivated trainees and soldiers proud to be members of the Army team serving their country. 

salesman.' Then, even though he may not bring in referrals, one of those people he *did* refer may bring in a bonanza!"


The referral system works under the principle that the satisfied customer is the best advertisement for any product. Therefore, a DEPper who has his future planned and a contract signed will talk enthusiastically to his peers. Usually, the result is more DEPPers.

So far, not much mention of benefits to the DEPper but that third side of the mirror is how the DEPper sees the DEP, that program of which he is now a part.

The DEP is a management tool for the DEPper too. It's helping him to manage his future — at least the

next three or four years of it.

"There are many advantages to the individual in the DEP program," CPT Becka pointed out. "Let's say Joe Black is an eight month DEPper and a high school senior. During those eight months in the DEP he has time to finish high school and enjoy his senior year unburdened by the uncertainties many of his peers are feeling. He will be assured of training in a particular skill and a monthly paycheck while serving his country. He also has time to say good-bye to his friends and relatives."

No matter which aspect of the DEP you look at, it is an important tool for personnel management as well as being advantageous to the individual involved in the program. 


up" games. "Sometimes I'll call up a few of my DEPPers and we'll get up a team and challenge DEPPers from the Richmond-West recruiting station on an evening or over the weekend. Then we all go out for soft drinks afterwards," he added.

Mercier's compiling a record. He hasn't had anyone drop out of the DEP in a year. At the same time he's doing what he likes to do and is helping his DEPPers, too.

Sergeant First Class Joe Reynolds of Mount Pleasant, Texas, keeps his DEPPers interested and gives them a giant headstart in the military at the same time. "Every Tuesday evening we have a DEP meeting. Each DEPper is urged to bring two new people each week. The first hour we show films about the Army and outline the DEP program to the new people. The second hour is for the DEPPers. We teach them the rank insignia, how to stand at attention, how to salute — things they would be learning at the reception station. This puts them ahead of the other trainees. Most of them wind up as

squad leaders and in other leadership positions."

Reynolds uses his DEPPers as extra recruiters. "One day a week I ask the DEPPers in another small town to meet me downtown at the Chamber of Commerce building. The high school is downtown, too, so there are lots of students walking around. Having the DEPPers there with me gives me a link to those other students. All the DEPPers have to do is talk to them, and they do."

Reynolds' program is so good "even the people who can't be DEPped bring in referrals." 

Ricci Mulligan is a one-woman recruiting force in Michigan

By NANCY BARONE
Detroit DRC

When Staff Sergeant Jim Strong of the Farmington, Mich., Recruiting Station recruited high school senior Ricci Mulligan into the DEP last fall, he discovered she had the gift of gab, and she's been talking up Army Recruiting all year long.

Ricci, a member of the Novi High School Forensic Club for three years made up her mind to join one of the services in the seventh grade. "The reasons are many. I've always had a sense of pride in being an American. Joining a service would be a patriotic thing to do. On the practical side, I knew I would need assistance to get through four years of college and three years of law school. After looking at all three services, I decided the Army had the most to offer."

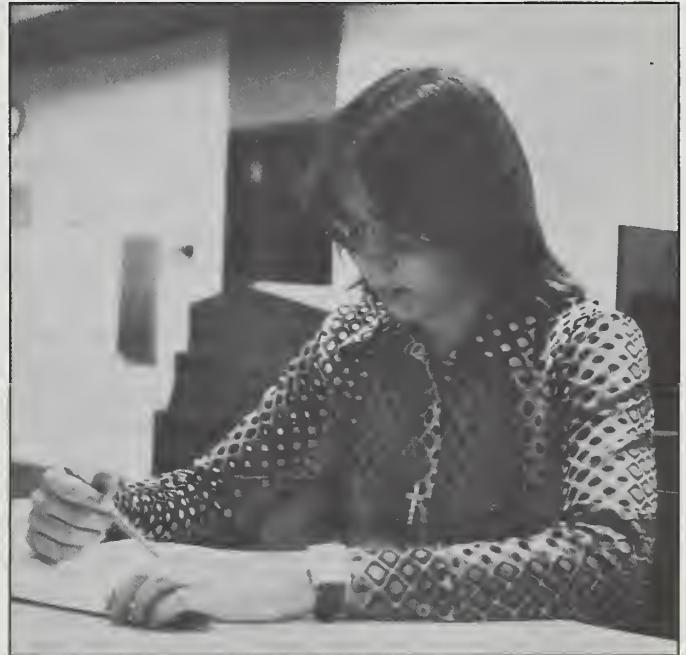
Wanting a skill that would help her make a living while completing her education, and eager to do something different, she chose Motor Transport Operator. Because of her unusual MOS, she was interviewed recently on television when a local station explored the new opportunities for women in the Army.

The persuasive Ricci had fashioned most of her speechmaking around the Constitution and the federal government. This year, however, she has gained most of her Forensic competition points by speaking out on the role of the All-Volunteer Army in particular.

In the informal setting of the classroom, hallway or recruiting station, Ricci talked about the Army in more personal terms. "I know that joining the Army is the right decision for me. I'll have a chance to meet people from all walks of life and I'll learn better how to get along with others in a disciplined environment. Because I want to further my education, the VEAP is a strong selling point.

Winner of the 1978 DAR Citizenship Award, Ricci also came in second in the statewide America Legion Oratorical Contest held this spring. In June she was the main speaker at her commencement exercises. And yes, she used this opportunity to talk about her future with the U.S. Army and why she chose to join.

It's not often that you'll find a recruit with a gift of gab as has Ricci Mulligan, but SSG Strong recognized a good thing when he heard it. She has been an avid and willing spokesman for the Army her entire senior year, and many a high school student has gotten the message. Now that's saying a lot.



Ricci Mulligan prepares a speech for a debate. Since deciding on the Army she often chose that as her subject. The amount of exposure the Army got from her public speaking would be hard to pin down, but four of her friends are testing and one has enlisted.

Getting the Army uniform seen at the high school is often a hard thing to do, unless of course have a talented recruit like Ricci. The take-one rack is a good meeting place, allowing recruiter and applicant a chance to talk over possibilities for an Army career.



By TOM EVANS
Deputy Director, ASP, HQ USAREC

FBR means "fewer, better RPIs," and it has been a good idea for a long time. However, making it happen has been easier said than done.

The problem is deciding which of our 59 non-prior service brochures, booklets, catalogs, self mailers and posters to keep, and why ... and then getting everyone to agree. All of these items were created for what were thought at the time to be good reasons. Most are heavily used.

However, it has occurred to us that "being used" is not necessarily the same as "being useful." So we decided to look at all our RPIs and ask ourself — and a lot of other people — how useful each one is.

To answer that question, it is necessary to decide what RPIs are for; what they can do to help get a sale that can't be done better by media advertising or the jawbone of a recruiter. We decided that there are four important sales functions our RPIs perform:

- **Prospecting.** A poster in a window or a brochure in a take-one rack does the same job as an ad in TV Guide. It sparks interest and leads a prospect, directly or indirectly, to an appointment with a recruiter.

- **Sales Information.** An Army brochure is a little package of information your prospect can take home to show his folks. Information about Europe (RPI 280) or maybe the VEAP (RPI 985).

- **Cautionary Information.** A few of our pieces are aimed not at accessions but at better accessions. That is, they tell the truly interested prospects about the serious side of his or her decision to join the Army.

- **Sales Presentation.** Flip charts, catalogs and other desk-side aids are used to illuminate sales points.

... the problem is deciding which of our RPIs to keep and why...

We arrived at this theory of RPI use after talking to a whole lot of recruiters. The members of the CG's Recruiter Advisory Council were particularly helpful.

We also looked at the RPIs produced by the other services.

Finally, we took our own NPS RPIs and sorted them into the four categories described above. That made a couple of things apparent: we have a lot of brochures; yet, we don't have any brochures we would classify as prospecting devices.



Less is

To cover the second point first, our brochures aren't good prospectors because they sometimes just give information along lines important to us and don't feature words and concepts that excite attention and interest among young people. To use an example cited by a member of the CG's Recruiter Advisory Council, we have a brochure titled "The Army Communications Command. A Great Place to Get Started in Communications." Communications is a critical Army career field and we sometimes have problems meeting Communications Command requirements.

The problem with that title, from a prospecting point of view, is that communications is not really an attention-getting term for many young people. Electronics, which is involved in many of the Communications Command MOSs, is much more likely to press a button. They see statements about high paying jobs in electronics in the employment



more

sections of their daily newspapers but seldom anything about communications.

How do the brochures stack up as information pieces? Some are very good, but a quick scan of the 12 career field RPIs reveals more style than substance. These are the ones recruiters often refer to when they ask us why we have RPIs that "don't say anything."

These items "don't say anything" — that is, they don't provide specific details of training and work assignments — because we have learned through bitter experience that it is impossible to keep such details current in mass distribution publicity items. And old information in a piece that is given out by a recruiter can and does lead to later charges of broken promises. (Out-of-date material in a reference document furnished to schools, such as the Educator Package, is much less a problem because it does not fall into the category of "something SGT Smith, my recruiter, gave me.")

Because of this we have concluded that the career field brochures are not very helpful and that career field information should be covered in other ways.

You will also notice that we have a lot of posters in the RPI inventory. Posters are useful, but they work best the first time out. For that reason we think that it is not a good idea to keep many standard items on hand.

...in about a year we'll give the production recruiter the RPIs they really need...

There are other points of analysis which don't really need to be discussed. Let me instead try for a strong finish by summarizing what we decided to do after all this cogitation. After staffing our RPI analysis throughout the command, including the regional commanders and the CG's Recruiter Advisory Council, we have general agreement on these actions:

- Create three new "prospecting" RPIs specifically designed to work well as handouts and "take one" items. Themes will be "skill training," "challenge, adventure, and service to country," and "educational opportunities."

- Phase out most of the career field brochures.


- Cover career field information by including a general career field summary in the back of the next issue of RPI 212, to be available this fall.

- Redesign and republish the Army Occupational Handbook.

- Phase out most of the standard posters and continue to provide freshly designed posters and other prospecting aids in the Quarterly Point of Purchase (POP) kit. (You may have noticed that we started doing this in the second quarter kit.)

- Develop a "fill in the blanks" RPI, a piece the recruiter can write on, questionnaire fashion, to provide tailored information to a specific prospect.

- Phase out the existing nine self mailers and replace them with three more general ones and a "sorry I missed you" piece for doorknobs.

This isn't all, but it's enough to give you the idea. We think we have embarked on a course which will, in about a year's time, give the production recruiter pretty much what is needed in the way of RPIs. For details of execution we suggest you pay close attention to your quarterly MISSION 79 folders. 



Miss New Jersey, Mary D'Arcy, walks across the parade ground of Ft. Monmouth, N. J. with Major Craig Parker, Newark DRC executive officer, and Master Sergeant Wilbert Wilks, assistant area commander, after touring the DRC headquarters recently. (Newark DRC)

SOMETHING SPECIAL was a tour of Ft. Leonard Wood arranged by St. Louis DRC's **Staff Sergeant Jim Heldebrand** and **Staff Sergeant Al Rosen** (Ferguson, Mo., RS) for students and coaches from two of their high schools. They extended the tour into a three-day and two-night bivouac.

After taking a scheduled tour of Ft. Leonard Wood the group ate in the mess hall with AIT trainees. Then they camped in tents provided by the schools.

The next day the students attended a map-reading class. After a lunch of C-rations, they ran the map orientation course with the trainees. The students also received an impromptu demonstration of radar equipment from some MPs.

The last day included a six-hour float trip in canoes provided by the fort and some of the students were able to try rappelling.

The effort has shown valuable results. "I expect we'll get ten to twelve enlistments from this," says SSG Rosen. (Chris Phillips, St. Louis DRC)

A DIRECT HIT WITH THE INFANTRY was scored when **Sergeant First Class Rodger N. Ingram**, a recruiter from the New Orleans DRC enlisted **Kenneth McNally**.

Private McNally, a 1978 high school graduate from Gulfport, Miss., is already a marksman of considerable note. He placed among the top ten percent two years ago in a regional competition in Pensacola, Florida. Also, in a three-gun match last year, McNally reported, "Out of 270 rounds, using a .22 caliber rapid-fire pistol, I scored 2609, against a perfect score total of 2700 points."

McNally further demonstrated his expertise with a hand gun last year when he took first place as civilian marksman during a national competition at Perry, Ohio.

Good marksmanship runs in the McNally family. The young private stated that his father and his brother hold enviable records as marksmen.

Private McNally related that with the assistance and information provided by SFC Ingram at the recruiting station in Gulfport, and the encouragement of his father, he enlisted in the Army's Delayed Entry Program during his senior year in high school.

McNally has entered active duty as a Light Weapons Infantryman. Following basic training at Fort Leonard Wood, Mo., he will complete his advanced training with an Army marksmanship unit at Fort Benning, Ga.

"Now I'm looking forward to the training and adventure that will come with my Army enlistment," said Private McNally. His smile expressed a new soldier's faith in a bright future and a rewarding career. (New Orleans DRC)

HOT TO TROT is the Louisville DRC since it adopted a Kentucky thoroughbred as its logo. The DRC adopted a horse race as the theme of its competition system in which a recruiter's "horse" advances toward the finish line with each new grad and senior.

The commanding officer, the adjutant, and the supply sergeant really caught the horse racing fever and began training to run in the Kentucky Derby Festival Mini-Marathon. They joined 2,110 other runners in the 13-mile race. The course took them past Churchill Downs, where the Kentucky Derby is run.

Wearing Army DEP T-shirts, the trio — **Lieutenant Colonel John J. Welker, Captain Danny**

Cassil, and Sergeant First Class Larry Bales — gave the crowds a picture of the Army as fun and fit. Although the three had never run in a long distance race before, they all finished well ahead of the pack.

Also, recruiters from the South Louisville Recruiting Station helped at the registration tables and aide stations along the route. (Louisville DRC)



Sergeant First Class Larry J. Embry of the Louisville South Recruiting Station hands out cups of water to passing marathon runners at an aid station.

Lieutenant Colonel John J. Welker (left), Louisville DRC commander, paces himself with ten miles to go in the Kentucky Derby Festival Marathon.



TROPHIES—TROPHIES—TROPHIES!

Sergeant First Class James B. Rouse, commander, Chicago recruiting station at 110th and Halsted Street, has won more than his share. Not only

trophies which recognize personal recruiting accomplishments and those of his station, 13 in power lifting competition have been awarded to him.

Sergeant Rouse set American and world power lifting records in the bench press at St. Louis "Heart of America" competition held last December. He lifted 415 pounds and 421.5 while establishing these records.

To win in power lifting competition a lifter must have the highest combined total weight in a series of lifts. The three lifts are the bench press, squat, and dead lift. In the 165-pound class Rouse has to lift a total of over 1500 pounds to win.

The lifter is limited to nine tries to complete the series, no more than three of which may be in any one category. Judges will not allow a lift if the body does not stay in position or if a lift is jerky or uncontrolled.

Power lifting is not yet an Olympic event. The International Power Lifting Federation has enough member countries (33) to qualify for Olympic competition but the games are now closed to new sports.

Rouse aspires to the Pan American Games in 1979. He was invited to compete this year but was unable to. He hopes to enter several competitions during this year and if he does well he plans to try out for the Pan-Am Games in 1979. Tryouts for the games will be held in March in each country that will be participating, and the games will be held during September in one of the member countries. The site has not been selected.

SFC Rouse doesn't forget that he is a recruiter. He has enlisted six men he met at the health club locations where he trains. One of these men, **PVT Reginald Washington**, returned to serve as a recruiter aide.

"Women are competing too," says Rouse, who coaches young men and women who are interested in this sport. One demure 114 pound, five-foot-five-inch blonde lifts 220 pounds. When asked when she will be enlisting, Rouse just smiles.

"I could not have competed without my wife's support," says this remarkably modest father of three. "No matter what I do — she's right there."

Where does he hope to go from here? "My greatest hope is to compete in the Olympics and win a medal for my country but there is no chance of that yet," says Rouse. "I'll settle for winning the Pan-Am Games. These are my dreams. (Bruce Edwards, Chicago DRC)

A UNIQUE TROPHY — Retention officer **Captain Larry D. Foster** and recruiting specialist **Tom Peters**, both of the 300th Military Police Command (U.S. Army Reserve) recruiting office, below, prepare the command's "retention bucket" trophy for mailing.



The trophy will rotate among the command's subordinate units, going to the unit posting the highest reenlistment percentage each quarter. Foster holds the bucket, with holes symbolizing the unnecessary loss of experienced troops, while Peters holds a new bucket bottom to plug the holes. The bucket — plastered with retention tips — was first used by 300th recruiting officer **Major Jerry F. Border** at the 300th's 1978 commanders conference, in a talk exhorting unit leaders to "put the bottom back on the manpower bucket." (300th MP Company, Livonia, Mich.)

ALL WET, **Sergeant Jeff Wright** has combined his love of water sports and his job as an Army recruiter to serve as swimming coach at Skyview High School in Smithfield, Utah. Jeff is station commander of the recruiting station in Logan, Utah.

Skyview principal **John Hansen** says, "Jeff is extremely well organized and is quite capable and articulate in coaching the swimming team, and that's what the program needed." He went on to say, "Jeff is doing an excellent job and the kids like him." He concluded, "we are well pleased with Jeff's involvement with Skyview and feel this is excellent exposure for the Army."

Jeff's credentials are extensive. He is an advanced water safety instructor with the American Red Cross and is scuba certified with a certificate as

an Open Water Scuba Instructor.

Commenting on his avocation Sergeant Wright said, "I'm glad I have the opportunity to share my knowledge of swimming with the team members at Skyview, and, I know my relationship with them builds a bond of trust which helps when I explain opportunities available in Today's Army. (Salt Lake City DRC)

MIDWEST REGION IS MAKING A NAME for itself around Ft. Sheridan, particularly in the post's "Soldier of the Year" competition. Last year, **Specialist Fifth Class Leon Jackson** took the crown for a Midwest first. But it was not to be a last.

The 1978 Ft. Sheridan "Soldier of the Year" is another Midwesterner, **Sergeant Gwendolyn E. Vaughn**, statistical NCO in Operations Division.

Gwen earned the right to compete for "Soldier of the Year" by being selected Midwest's "Soldier of the Quarter" and "Post Soldier of the Quarter."

The usual reward for "Soldier of the Year" is a trip to Hawaii, but since Gwen was stationed there before coming here, she has decided to accept the alternate, a \$1000 bond.



Sergeant Gwen Vaughn receives a trophy from Colonel Fremont Piercefield, Ft. Sheridan commander, for being named Soldier of the Quarter.

Gwen said that SP5 Jackson was her biggest supporter in preparation for the board. The two now have joined forces to groom the 1979 "Soldier of the Year." Of course, he or she will be from Midwest Region.

They both commented that "we've had the title for two years and we're sure not going to let it go now." (Midwest RRC)

THE ARMY WAS DEFINITELY VISIBLE at the eighth annual Natchez Trace Festival when five people from the Jackson DRC recruiting force and one DEP enlistee began the 69-mile walk from Jackson to Kosciusko, Miss.

The festivities began at a meeting in mayor of Jackson **Dale Danks'** office on Thursday morning and culminated in Court House Square in Kosciusko on Saturday morning where congratulatory letters from Mayor Danks and **U.S. Senator John C. Stennis** were presented to Kosciusko mayor, **John G. Hutchinson**.

Staff Sergeant Gary S. Ligon, field recruiter at the Kosciusko station, who initiated the march, was released from the hospital on pass to make the Saturday morning portion of the march with **First Lieutenant Karen Anderson**, assistant operations officer of the DRC.

The other participants met at the city limits of Kosciusko and joined 1LT Anderson and SSG Ligon for the police-escorted trek to Court House Square, but the winner was unquestionably the beaming female officer. (Meda Rose, Jackson DRC)

GETTING IN ON THE GROUND FLOOR of the up-and-coming professional sport, as far as advertising goes, is the Indianapolis DRC's way of publicizing the Army. The sport is soccer and August 19 was Army Day at the Butler Bowl as the Indy Daredevils took on the N.J. Americans. The Fort Harrison Color Guard and Band provided the music and colors for the traditional opening of the event.

Sergeant Major John McPherson, with the help of **Master Sergeant Ken Rodd** of the recruiting school, arranged for **General Benjamin Harrison**, commanding general of Ft. Harrison, to kick off the first ball of the game. During half-time he also welcomed the recruiters, DEPPers and their families and prospective applicants to the game.

With the consent of the Indy Daredevils' management, recruiters, DEPPers and prospective DEPPers were admitted free. Families of the DEPPers were admitted at a discount price.

The Army Multi-vision Cinema Theatre was strategically placed at the entrance of the stadium to attract a large audience.

In this way the Indianapolis DRC capitalized on the event. Recruiters used it to keep up the interest of their DEPPers and the Army was again visible to the public eye. (SP5 Claudia Beach, Journal Staff)



Staff Sergeant Jerry Epperson and Francisco Elizalde of the Flint South Recruiting Station arranged through their area commander for Dave Barber, center, the host of WTRX radio's "Feedback" program to ride a tank at the Tank-Automotive Material Readiness Command plant in Warren, Michigan. The radio host expressed interest in a ride after a program featuring local armed services recruiters. (Andrew Faltum, Lansing DRC)

FIVE YEARS make a lot of difference anywhere, but when **First Lieutenant Linda Jansen** spent her two-week active duty tour this year with the unit she was assigned to five years ago, she found out just how much different things are today for women in the Army.

Commenting about her tour of duty with the 2d Training Battalion at Ft. McClellan in 1970-72, she said "In those days women wore fatigues only two days out of eight weeks.

"I could not get permission for my platoon to run the obstacle course even on a non-duty day," she added.

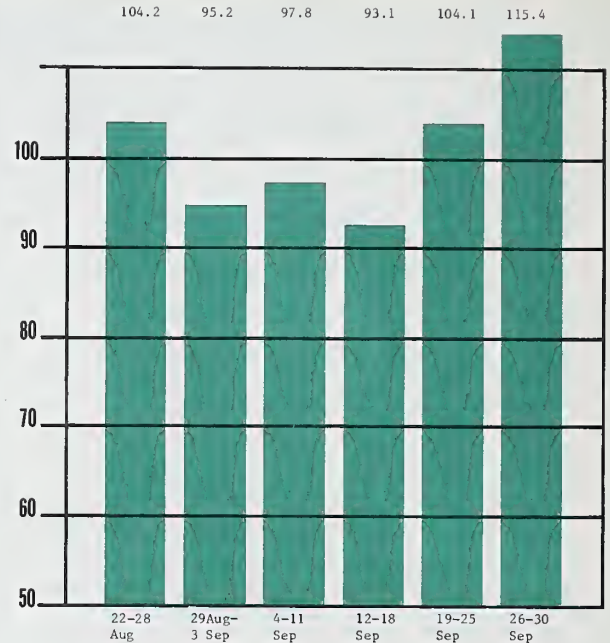
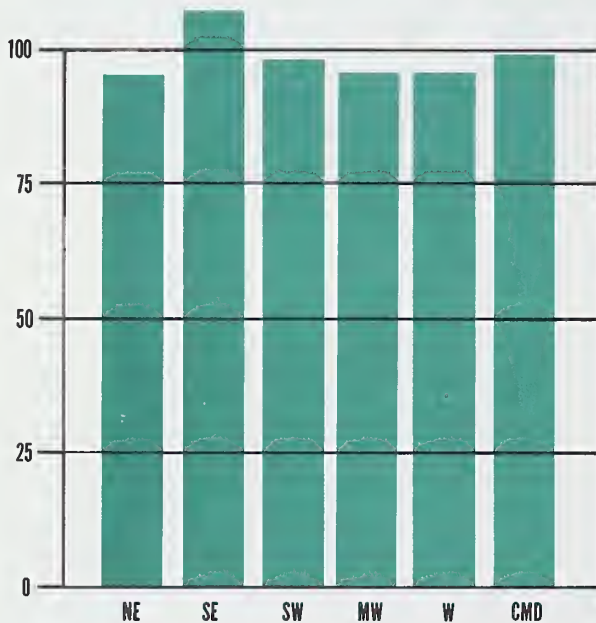
During her two weeks of active duty, 1LT Jansen was pleased to learn that today women non-commissioned officers can become drill sergeants and that male cadre are assigned to female training battalions. She joined her old company on the weapons range qualifying with the M-16 rifle and went on a 10-mile march with another company.

When 1LT Jansen is not wearing Army green for the US Army Reserve, she is an analytical chemist for Shell in Houston, Tex.

Jansen conceded that her active duty training this year with the 2d Battalion was a very rewarding experience. (O, CPA Ft. McClellan)



Q-2



Percentage of objective accomplished for shipping periods indicated.

QUALITY & QUANTITY

The following is a list of DRCs ranked according to their degree of success with the year-to-date objective.

JULY

QIPS credits/recruit

SEBRC	7.16
NEBRC	7.02
MEBRC	6.90
WRC	6.63
SWBRC	6.58

COMMAND 6.86

QIPS credits/recruiter

SEBRC	20.81
NEBRC	14.76
MEBRC	11.94
WRC	10.07
SWBRC	9.03

COMMAND 13.32

TOP DRCs** RECRUIT

1. San Juan	8.05
2. Concord	7.74
3. Albany	7.66
4. Montgomery	7.48
5. Columbia	7.43
6. Jacksonville	7.41
7. Richmond	7.37
8. Raleigh	7.35
9. Miami	7.29
10. Harrisburg	7.23
11. Charlotte	7.19
12. Baltimore/Washington	7.12
13. Honolulu	7.10
14. Jackson	7.00
15. Atlanta	6.96
16. Beckley	6.95
17. Cincinnati	6.88
18. New Orleans	6.73
19. Phoenix	6.73
20. St. Louis	6.64
21. Chicago	6.60
22. Santa Ana	6.59
23. Salt Lake City	6.51
24. San Antonio	6.48
25. Little Rock	6.43
26. Los Angeles	6.30
27. Houston	6.30
28. Louisville	5.82
29. Nashville	5.53

TOP DRCs** RECRUITER

1. San Juan	58.64
2. Richmond	36.87
3. Honolulu	36.33
4. Columbia	33.38
5. Miami	32.32
6. Raleigh	30.60
7. Montgomery	30.52
8. Atlanta	30.17
9. Jackson	30.13
10. Baltimore/Washington	28.95
11. Jacksonville	28.08
12. Charlotte	23.70
13. Beckley	23.57
14. Nashville	22.29
15. Little Rock	22.12
16. Cincinnati	21.71
17. Houston	19.04
18. Phoenix	18.21
19. New Orleans	17.85
20. San Antonio	16.70
21. Chicago	15.62
22. St. Louis	15.30
23. Los Angeles	14.95
24. Albany	14.82
25. Santa Ana	14.30
26. Louisville	13.41
27. Harrisburg	12.57
28. Salt Lake City	11.59
29. Concord	10.74

** Only those DRC that accomplished their quantitative objective each week during the reception station month starting 1 August and ending 28 August 1978 were eligible for consideration.

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

DRC	FY %	Wks-100%	DRC	FY %	Wks-100%
1. <u>San Juan</u>	155.4	50-50	29. San Antonio	91.8	13-50
2. <u>Columbia</u>	129.5	50-50	30. Syracuse	91.5	16-50
3. <u>Jackson</u>	125.9	50-50	31. Peoria	90.3	25-50
4. <u>Honolulu</u>	125.8	48-50	32. Oklahoma City	89.6	19-50
5. <u>Charlotte</u>	123.8	50-50	33. Denver	89.0	19-50
6. <u>Jacksonville</u>	120.4	50-50	34. Albany	88.4	17-50
7. <u>Miami</u>	120.0	50-50	Indianapolis	88.4	21-50
8. <u>Balto-Wash</u>	119.3	50-50	36. Albuquerque	88.2	15-50
9. <u>Montgomery</u>	118.9	50-50	37. Philadelphia	87.5	16-50
10. <u>Atlanta</u>	118.3	50-50	38. Columbus	85.8	17-50
11. <u>Raleigh</u>	117.6	50-50	39. Newburgh	85.2	10-50
12. <u>Richmond</u>	116.6	50-50	40. Des Moines	85.0	17-50
13. <u>Cincinnati</u>	112.3	50-50	41. San Francisco	84.9	14-50
14. <u>Houston</u>	110.0	31-50	42. Portland	84.7	20-50
15. <u>Little Rock</u>	106.9	40-50	43. Los Angeles	83.2	20-50
16. <u>New Orleans</u>	105.7	40-50	44. Detroit	82.8	11-50
17. <u>Nashville</u>	103.9	50-50	Dallas	82.8	11-50
18. <u>Louisville</u>	103.3	46-50	46. Omaha	82.2	13-50
19. <u>Beckley</u>	102.9	50-50	47. Kansas City	80.4	10-50
20. <u>St. Louis</u>	102.8	33-50	48. Lansing	79.7	17-50
21. <u>Harrisburg</u>	101.7	27-50	49. Seattle	79.6	8-50
Phoenix	101.7	32-50	50. Pittsburgh	77.9	11-50
23. <u>Concord</u>	101.5	37-50	51. Newark	77.2	9-50
24. <u>Cleveland</u>	97.4	29-50	52. Minneapolis	75.8	8-50
25. <u>Salt Lake City</u>	94.3	24-50	53. Santa Ana	75.4	12-50
26. <u>Sacramento</u>	93.1	18-50	54. Niagara Falls	73.8	9-50
27. <u>Boston</u>	92.6	22-50	55. Long Island	73.5	10-50
28. <u>Chicago</u>	92.2	19-50	56. Milwaukee	72.4	10-50
			57. New Haven	67.3	3-50

The underlined DRCs were at 100 percent of objective for high school diploma grads (male) through FY-78.

Over-supervision is as bad as too little



Story and photos by
JOHN KASPER
Baltimore-Washington DRC

Master Sergeant Morgan H. Massaker is dynamism personified, the type of person who doesn't just enter a room—he takes it over. He has almost 30 years of service, with the last eight in recruiting. He knows the Army and he knows recruiting, and he's always willing to share his knowledge about both.

Massaker is the assistant area commander for the Baltimore area in the Baltimore-Washington DRC. With such a wealth of military experience behind him, he views his job in a broad perspective, seeing both its uniqueness and its similarity to other command positions in the Army.

"Whenever a recruiter needs something, I'm there," MSG Massaker explains. "That's the main job of an assistant area commander." And even if the recruiters don't know exactly what it is they need or what it is they should be doing, their assistant area commander probably does. For MSG Massaker himself was a recruiter, and a highly successful one at that. As he observes with noticeable pride, "If you've ever been a recruiter, you continue to be one. Recruiting's not something everybody can do. But for those who can it's one of the most challenging and rewarding jobs in the Army."

The purpose of the assistant area commander, as MSG Massaker sees it, is to help the recruiter be successful.

One way the assistant area commander can do this is by ensuring that a recruiter is put in a station where he fits. A recruiter's personality, background, strengths, and weaknesses—all have to be taken into consideration when assigning him or her to a station.

Massaker believes that putting a recruiter where he or she best fits ensures the success of not only the individual recruiter, but of the station and the area in the long run. "Our area is successful," he observes, "because of stability. If we have a proven recruiter in a slump, we'd rather remotivate him than bring in somebody new." With such support from their area commander and assistant area commander, recruiters want to stay in the Baltimore area. As MSG Massaker puts it, "Continuity in the recruiting force ensures experience, and it's experience that puts people in the Army."

For the assistant area commander, it's just as important to know when to leave the recruiters alone as it is to be there when they need him. MSG Massaker believes that over-supervision can be as deadly to success as undersupervision. And this is especially true in recruiting, he feels, where the sense of success and the rewards are largely personal.

"When you have senior NCOs working for you, you don't have to oversupervise them," he explains. "If you do, you don't need them. They should know their job and do it. My job is to assist them."

He also believes it's necessary to

give new recruiters the chance to prove they're self-starters. After an initial in-briefing and introduction to the area, MSG Massaker leaves a new recruiter alone for the first few weeks on the job. (Ed. Note: MSG Massaker's term, "left alone," means left in the hands of the station commander and sponsor who work extensively with the new recruiter. Massaker's in-briefing and introduction to the area constitute more of a "command over-view" than anything else.)

It's important for a new recruiter to be allowed to prove to himself that he can do the job. The sergeant himself was started that way, and he believes it's still the best way, since so much of what a recruiter does is a matter of self-motivation and self-effort.

Master Sergeant Massaker compares the relationship that should exist between an area commander and an assistant area commander to that between a company commander and a first sergeant. They must have an extremely close professional relationship and understanding. They must be completely open with each other and freely express to each other any and all gripes and complaints. That way, communication is maintained, and communication is the basis of understanding and trust.

Above all, this veteran of military and recruiting duty believes that an assistant area commander must be flexible—flexible to adapt to new ideas from his area commander and from his recruiters.



200/200-3A

Sergeant Charles Proutey, recruiter in Potsdam, N.Y., suggested adding an additional block to the USAREC Forms 200 and 200-3 for an entry "Year to Graduate."

Proutey feels that because students taking the institutional ASVAB are directed to enter "Current year of education" on the

200-3A and recruiters are to enter "Highest grade completed" on the 200, there can be difficulty distinguishing between juniors and seniors.

Based on his suggestion, USAREC Reg 601-20, which is now under revision, will reflect a standardized entry in Block 7 of the USAREC Forms 200 and 200-3A.

RC Referrals

"Each year USAREC loses a number of qualified accessions to requests for (DEP) discharge," observed SFC Allan Cox of the Columbus DRC. He added "Many of those who request discharge state that they would still want to be in the Army if situations didn't force them to request that action."

Sergeant Cox asked if we couldn't present them the option of being assigned to a local Reserve or National Guard unit prior to discharge.

"Often the requested discharge cites circumstances which require

the individual to remain at home; for one reason or another he cannot be gone for prolonged periods," SFC Cox continued.

With the Total Forces recruiting concept, SFC Cox said he feels a percentage of these individuals could be retained in one of the Army components without causing undue hardships on family situations, etc.

HQ USAREC is adding on all DEP discharge requests the remark that the DRC will ensure that the enlistee will be briefed on joining the National Guard or the Reserve.

Everyone you know should be a referral

Staff Sergeant Mike Dunn, recruiter in Hillsboro, Ohio, came up with an idea that should have every other recruiter blushing because it wasn't thought of before.

Dunn said in a *Focus* suggestion, "When it comes to referrals, many DEPpers eliminate people in their minds for reasons which may not be valid. I approach it from this angle: have them list as many people as they can. Then I go over the list with them and find out any physical reasons that may disqualify them. They also give me information about jobs, family, etc."

Proof of his success? Dunn recently DEPped a 25-year-old high school teacher. "One of her students gave me her name and said, 'You'll never get her in.'"

For more on Sergeant Dunn's idea, and more ideas on how to use the DEP and DEPpers, turn to the feature article beginning on page 10.

EST away

Sergeant First Class James Scott, operations sergeant for the Atlanta DRC suggested via a *Focus* response that USAREC Reg 611-4 be changed to permit use of the EST away from the recruiting station.

Scott said this change would save recruiters valuable time in that they can determine if the applicant has a chance to pass the ASVAB with one visit in lieu of traveling back and forth several times between station, home, and MET site. SFC Scott added that a recruiter

could easily lose "half a day that could have been used in a more productive way had he been able to administer the EST on initial contact."

In talking with Scott, Major W. A. Montgomery of USAREC's Recruiting Management directorate determined that the wording of paragraph 3d of that regulation was confusing and subject to misinterpretation.

Major Montgomery said, "It was not intended to restrict

administration of the EST to the recruiting station, but rather to insure that the use of the EST was supervised by the recruiter whenever it was given." Montgomery added that the test can be given at an applicant's home or place of employment as well as at the recruiting station.

Sergeant Scott's suggestion did point out that that paragraph requires rewording, and that is being done.

No apologies necessary

Although it wasn't a suggestion to directly improve recruiting, Jan Finder, education specialist at the Albany DRC, wrote to say that "The

concept of inviting new ideas is excellent (but)...I believe it might help, if the expression 'Sorry I ran over' were deleted."

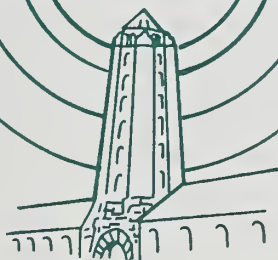
Mr. Finder reasoned, "Few ideas can be expressed and supported in two lines. I feel I have nothing to be sorry for if I need more space."

He suggested that the phrase, "If more space is needed, please continue on an attached sheet," be used, and the CG directed that it be done. MEPCOM has also incorporated the change in their newsletter.

Thanks Mr. Finder.

CG's

FOCUS



Box Score

	Submitted	Adopted
FY 77	596	15*
FY 78 (Year to date)	479	10**

*\$100 in cash paid for adopted suggestions

**\$630 in cash paid for adopted suggestions thru 3d Qtr. FY 78

No GEDs

Staff Sergeant Larry Olivarez of Amarillo Tex., asked via a Focus response, "Why did we stop accepting GED (education level) on females?"

Statistics developed from fiscal years 1973 through 1977 by the people at DCSPER, DA, showed that non-prior service females who had GED education level had an extremely high attrition rate. In some cases, the attrition rate was almost double that of high school diploma grad female enlistees.

Because of this high attrition rate, DA directed USAREC to stop enlisting non-prior service women with only GED education, although prior service women may continue to enlist with the GED. (See the November *Journal* for DCSPER article on the subject of the GED and drop-out rates.)

Commander
US Army Recruiting Command
Fort Sheridan, IL 60037

Dear General Mundie. I have an idea which might work for others.

If more space is needed, please continue on another sheet.

Name _____

Address _____

Phone (with area code) _____

Knowing and caring for your

By SGM JOSE MEAVE, Jr.
Reenlistment NCO, DARCOM

The question, "Why are some soldiers on their first enlistment not reenlisting?" is often asked.

The young soldiers on their first enlistment, and probably away from home for the first time have high aspirations, are highly motivated and look to the Army for a good job and good leadership. However, these young soldiers suddenly become disillusioned. They see that their leaders are not listening to their problems; their needs are not being taken care of; and they are constantly harassed with make-work details and unnecessary inspections. They become disenchanted at what they see and the only thing they look forward to is the day their enlistment is fulfilled and they can get out.

They have seen that the chain of command did not work: their problem or question kept getting lost in the shuffle, or stopped before it got to the next level. Nobody wanted to create waves. The squad leader did not want the platoon sergeant to know he couldn't handle the problem because it would reflect on his EER, or the platoon sergeant did not want the first sergeant to know — it's a vicious circle.

Then the young soldier asks the question "Why?" and goes to the IG for answers.

Why is this happening? As I mentioned, the young soldiers came looking for leadership in the Army and they did not find it. It was not provided to them.

Leadership, simply stated, is not taking the soldiers by the hand and guiding them or coddling them. Good, strong leadership means that someone cares for them, not only in knowing whether they know how to type or drive a tank or repair one, but in knowing if they are happy with their jobs. This is called "job satisfaction."

I will go one step further. You don't train a soldier to become a personnel specialist and then send him to the motor pool to work because you don't have a slot for him. Is the soldier going to be happy in his/her job?

The section chief, platoon sergeant, squad leader or civilian supervisor must make every effort to know their soldiers. Knowing their people has a far greater implication than just knowing them personally; it means knowing whether their soldiers are happy in their jobs . . .

Are they married? Do they have children? Do they have adequate housing? How about transportation? Is their pay in order? Let's not forget the 201 file and ensure it is up to date. Are recreational facilities adequate? I can go on and on, but this is basic leadership called "knowing your people and looking out for their welfare."

When was the last time you gave one of the soldiers working for you a small pat on the back and said, "You are doing a good job; keep it up," or letter of appreciation. You would be surprised how far this type of recognition, no matter how small, will go toward building their confidence and instilling in them a sense of pride. Above all do away with unnecessary harass-

ment.

I have heard hundreds of times, reenlistment is the commanders' responsibility. I agree, but I will go one step further. Reenlistment is everybody's business, whether in a TO&E unit or in a civilian type atmosphere. Everyone must be involved in reenlistment, from the squad leader in the squad, first sergeant, sergeant major and if civilian supervisors are in the chain, then they must also get involved.

Involvement means from the first day the soldier arrives in the unit, not only when he is approaching ETS. The manner in which they are received and treated will determine, in most cases, if the soldier will reenlist or not.

This brings me to a touchy subject and that is "interviews." How many times have I seen DA 1315 cards doctored and in some cases falsified to get ready for a reenlistment inspection, or reenlistment boards being prettied up so that they will look nice for the inspector.

Once the inspection is over and the unit receives a satisfactory, the cards are placed back in the box and forgotten until the next inspection. How about the reenlistment NCO? In many cases the reenlistment NCO was the only one available in the unit and consequently got "stuck with the job."

There are numerous instances where soldiers are within 60—90 days of ETS and never interviewed. This gives the soldier the impression that nobody gave a damn whether he stayed in or not, or if he did have an interview, the interviewer just went through the

soldiers nets reenlistments

motions for the sake of complying with the AR. This serves two purposes: one, it fulfills a requirement; and the other, it turns the soldier off, losing a reenlistment.

Interviews serve two important functions: first, they tell the soldier that we care for them and that we want them to stay Army; the other is that they identify marginal performers.

This type of people should be identified swiftly, told either to shape up or be barred from reenlistment. This is a job performance interview and should be performed by the commander 60—90 days after the soldier arrives in the unit.

A bar to reenlist is one of the greatest tools the commander has at his disposal. It should be used wisely, not on the spur of the moment. A bar to reenlist serves two very useful purposes: one, it

motivates a marginal performer who would like to stay in, but is not motivated enough and is not soldiering; and second, it serves notice to the other soldiers in the unit that the Army has no place for marginal performers.

The commander must keep in mind that a bar to reenlist must never be lifted to reenlist the soldier and make objective. This will not only create bad feelings among the other soldiers in the unit, but additionally, the Army will be “stuck” with a marginal performer.

In conclusion, I would like to say that we have good soldiers who are highly motivated and young NCOs who are aggressive. We can have the most sophisticated equipment the Army can provide, but if we don't have the people to man it, we might as well have nothing. For the Army is people, and we must treat those people well

because without them, the Army is not going to be well.

As our late Chief of Staff, General Abrams once said, we must provide them with strong and sincere leadership. We must educate and continue to educate the young NCOs, because after all, this should be their legacy, a strong and well-trained Army.

Civilian personnel who are in the chain supervising our young soldiers must be provided the necessary information about the Army so that they are better informed and prepared to talk to our soldiers.

Finally, to everyone who works with people, put the personal back in personnel. This applies to every level of command from HQDA to the fire team in the squad. Let us show the soldiers “we give a damn.”



Test your reenlistment expertise

SITUATION: You are coordinating the reenlistment ceremony for SP4 Batey. During the review of his reenlistment packet, he brings to your attention an error. The name block (Item 1) of DD Form 214 incorrectly reads “BATY.”

1. How should the error in spelling of his last name be corrected?

- By retyping the form.
- By erasing and overtyping.
- By erasing and overtyping, then being initialed by the signing officer on all copies.
- By erasing and overtyping then initialed by SP4 Batey and the signing officer on all copies.

2. What must be explained to SP4 Batey before the oath of enlistment? (More than one answer may be required.)

a. The exact terms of training or initial assignment and period of service.

b. That his fingerprints are on file with the FBI, and should he conceal a criminal record, such record will be discovered later.

c. Article 83, UCMJ.

d. Article 84, UCMJ.

e. Article 85, UCMJ.

f. Article 86, UCMJ.

ANSWERS:

- c. Paragraph 2-35, AR 601-280.
- b. Paragraph 2-35b, AR 601-280.
- c. Paragraph 2-6a (1), AR 635-5.



Colonel Heinze and Major General Ott

Army National Guard Optimistic

National Guard recruiters: how many, how trained, how promoted and how they begin drawing SDAPP. Those were some of the key issues discussed at a recent Ft. Sheridan meeting of the Army National Guard Recruiting and Retention Advisory Committee.

These issues and others were the subject of serious discussion at the meeting which featured as speakers, Major General Charles Ott, Jr., director of the Army National Guard, and Colonel Shirley Heinze, USAREC chief of staff (since appointed Commander of Central Sector, MEPCOM).

This committee is charged with advising, making recommendations and assisting the Recruiting and Retention Branch of the National Guard Bureau and the Recruiting and Retention Support Center. The committee concerns itself in promoting programs, managerial improvements and standard procedures within recruiting and retention activities. It also conducts surveys and acts as a sounding board for the states on issues that impact at state and local level.


The committee members, seven recruiting and retention managers, are: LTC Robert Meadows, Indiana; MAJ Ramon Lopez, West Virginia; LTC John Lally Jr., Massachusetts; LTC Billy Kelly, Florida; COL Leroy Cobb, Texas; MAJ Richard Sherman, Wyoming; and LTC Paul Baldwin, Colorado.

Other people attending the committee's meeting included LTC William Laird, National Guard Bureau; LTC Billy Bowers, Advertising Support Center; WO Norman Rankin, the National Guard representative at the recruiting school at Ft. Benjamin Harrison; and COL Kenneth Larson of the Utah National Guard, commander of the newly established Recruiting and Retention Support Center at Ft. Sheridan.

The Recruiting and Retention Support Center is another step in providing recruiting and retention expertise to the National Guard. It is a field operating agency of the National Guard Bureau designed to support, advise and assist the state National Guard activities,

USAREC/MEPCOM and the National Guard Bureau. By direct contact with these activities, the center can surface areas of concern and provide recommendations more quickly than before.

Assigned to the support center are COL Larsen; LTC Charles Thompson, District of Columbia; LTC LaMar Brumfield, Illinois; SGM Theodore Graeve, Maryland; SGM Marcus Hayes, Texas; and MSG Jacob Massey, Maryland.

Through command support on all levels, combined positive effort, more and better communication, concentrated emphasis on professionalism, and the inception of the Recruiting and Retention Support Center, the Army National Guard is optimistic about resolving its strength posture. 

MG Charles Ott (civilian dress) discusses issues with members of the National Guard Recruiting and Retention Advisory Committee.





Re-Update

By **SGM VERNON WHITMORE**
Senior Reenlistment NCO, HQ DA (DCSPER)

The **DA Reenlistment Steering Group** met in Washington on Aug. 31 and Sept. 1. There were 20 recommendations made for changes to the reenlistment program. They are:

1. Increase the number of reenlistment NCOs.
2. RETAIN hurdles be published to the field.
3. Give reenlistment credit at the time of extension for the BEAR program.
4. Devise a reenlistment form to replace DD Form 4 for immediate reenlistment.
5. Change the wording on the reenlistment NCO badge to read "Reenlistment."
6. First termers be allowed reassignment upon reenlistment for school quota if seats are available, providing 12 months in a long tour area or 5/6 of a short tour have been completed.
7. The field be provided information about new advertising and RPIs down to installation level, and that no commercially produced reenlistment films be made for field use.
8. DCSPER, DA, initiate necessary tasking to study and develop the Army reenlistment unit concept.
9. Overseas area of choice/station of choice.
10. The reenlistment objective system be studied and a proposal be presented at the next meeting of the steering group.
11. E5s on promotion list reaching the QMP point be allowed to reenlist as an E6, thus an E5 could reenlist for 6 years up to 20 years active federal service without waiver.
12. E5s not on promotion list past QMP point have their second waiver approved at the major command level rather than Enlistment Eligibility Activity.
13. Cash payment for accrued leave be made at time of 60 days in a career, regardless of whether reenlistment was within 90 days of ETS or not.
14. Service members in overage PMOS but holding a shortage SMOS be allowed to reenlist and reclassify concurrently.
15. Place a moratorium on using SQT for reenlistment until SQTs are fully implemented.
16. If SQTs are to be used and scores are not back in 60 days from when test was taken, service member's name will be called in to MILPERCEN for the reenlistment authority.
17. A study be undertaken to determine if there is an increase in the loss of middle grade NCOs and what can be done to stop this trend.

18. Approval of bars to reenlist on E6s and above and those with 10 to 18 years of service be done at the Enlistment Eligibility Activity.

19. Reenlistment bar approval authority be authorized to extend a service member with a bar up to 12 months to allow individual to show his performance warrants a removal of the bar.

20. Service members who are in a deficit leave status be permitted to carry that deficit forward into new enlistment.

You will be informed through the *Journal* and in official correspondence of actions taken on these recommendations.

New Fiscal Year. The new fiscal year is here and hopefully everyone made objective, and will continue to do so this year.


Personnel changes. Colonel Peter Clifford left DCSPER and has been assigned as the deputy commander of USAREC's Northeastern region. Major Robert Norton joined DCSPER and will work in the area of Reserve retention.

MOS 67T school quotas. School quotas for 67T (Utility Tactical Transport Helicopter Repairer) are now available. Training in skill levels 10, 20 and 30 begin this month at Ft. Eustis. Also, US-60 oriented training is available in MOS 68B (Aircraft Powerplant Repairer); 68D (Aircraft Powertrain Repairer); 68F (Aircraft Electrician); 68G (Aircraft Structural Repairer); and 68H (Aircraft Pneudraulics Repairer) to teach personnel to maintain the Blackhawk components and systems.

SQT Schedule for FY 79. The SQT schedules announcing test periods for FY 79 have been finalized and will be incorporated into the DA Circular 611--series. The announcement circular for FY 79 will be sent to the printer for publication with an effective date of 1 Oct 78.

Change 3 to AR 601-280. This change is being held up pending actions on the reenlistment steering group recommendations. It will probably be published in January 1979.

New Reminder Schedule

The 1979 Reenlistment Activities Reminder Schedule is nearing completion and should be distributed by mid-October. This year's reminder schedule depicts the history and heritage of the US Army, as shaped by wars America has fought. 

By JOYCE LYNCH
HQ SWRRC

You never know where you're going to learn something about recruiting. My own most recent "lesson" was acquired — of all places — in the office of the county tax assessor, where I went to pay the tax and title fees on a car.

I knew I was in for a long wait when I made my way through the crowded room and took a number — 64, to be exact. The number on the wall read "44." But the crowd was friendly, bound together by the common bond of waiting. After a while we all felt we knew each other, not by name, of course, but by number.

finally said okay. I think I've just signed away four years of my life." His confident air was fading, fast.

"Oh, no," I tried to assure him. "You shouldn't think of it that way. Think of all the benefits . . . the education you can get . . ."

Interrupting, he moved his longish hair back in an impatient gesture as he said, "Naw, forget that education stuff. I tried six months of college, thinking I'd work for a law degree, but that wasn't for me."

"Okay," I returned, "so you found out you don't want to be a lawyer. But that doesn't mean you don't want to be anything. Now you've given yourself four years to find out what it is you do want, and to do something about getting it. I

course they're afraid — afraid of the same thing that terrifies us all: the unknown. And suddenly it was if this were my own young son standing before me, and it was important to me that my answer come out right.

"Just the fact that you're willing to admit you're afraid is a step in the right direction. Everybody's afraid when they go into something unfamiliar — a new job, a new school. But most people try to hide it. If you're big enough to admit your fear, you're big enough to handle it."

"It's not that I'm afraid of basic training, exactly," came the groping words. "I can take the pushups and the two-mile runs, and all that . . ."

"Well, then," I encouraged, waiting for him to go on.

"It's just that those guys'll know I've been in ROTC in high school, and they'll expect me to know all that military stuff."

"Why, that's great," I said, relieved. "You'll be a big jump ahead of all those other people!"

"Yeah, but I'm afraid I've forgotten everything I'm supposed to know . . ."

"Oh, I'm sure it'll all come back. And with the training you've had, you'll know how to make yourself the sharpest-looking soldier in the whole place!"

Modestly he admitted, "My recruiter said he was putting me in for recruiter aide."

"See there," I enthused, "you must have made a good impression on him!"

Brightening, now, he began to plan ahead, but before he could reply, a voice behind the tax assessor's counter called out "Sixty-one . . . Number Sixty-one!" The young soldier's business at the counter was completed in fewer than five minutes, and he was on his way to catch the plane. Glancing over his shoulder as he headed for the door, he called to me "It was nice talking to you."

He was smiling broadly now. Somehow I felt good about that. 🐼

Recruiting's hidden enemy:



An hour or so went by, and Number 61 began to look restless. A cocky-looking kid he was, not more than 19 or 20, with blemishes of adolescence still on his face. As he paced the floor in his rundown cowboy boots, it was plain to see he had something pretty heavy on his mind. Finally he murmured to the room in general, "I hope I'll be through here pretty soon. I've gotta catch a plane in two hours."

"Oh," I said, seeing that he wanted to talk, "where are you going?"

"To Fort Knox, basic training. I joined the Army today." Although he said it proudly, he added, "Yeah, my recruiter kept buggin' me, so I

think you've made a smart move, joining the Army right now."

It must have been what he'd wanted to hear, that he'd done the right thing. After a fleeting smile, the new soldier placed both hands across his slender middle like a small boy with a green-apple tummy ache. Almost shyly he asked, "But how do you get over this awful fear?"

Fear. That got me right where I live. Who'd ever think about these bold, brassy kids of today being afraid?

In the moments before my lips could voice an answer, my mind grappled with the newness of the idea. And then I thought, "Well, of

The Army's Able Archer

By JANE BOYINK
Albuquerque DRC

One of the recruiters at the Lubbock-Southwest station in Texas takes the words "aim," "target" and "bull's-eye" literally — and successfully. Staff Sergeant Dave Taylor has passed the five-day military competition at Fort Benjamin Harrison, Ind., where he shot 144 rounds daily to be chosen for the national finals team. The big challenge is the International Archery meet. After the combined national finals in Ohio the top team chosen represents the United States at the Pan American games and at the World Championship meet.

For the record, to be an Olympics team archer 1150 is the minimum score; his is just under 1200.

Taylor has been living with bows and arrows since he was nine years old. When he was 13 he went along on hunting trips to Alabama and Georgia, so his incentive has had a long while to pick up its great momentum.

Although he got his initial "surging urging" for archery in his hometown of Fort Worth, Tex., he

really became fascinated with the sport while recently stationed in Germany. It was there the first archery club was established in 1463 by the king; Dave was made an honorary member of the still-active club. In that capacity he would be allowed to shoot in tournaments but not allowed full membership, not being a German citizen. Allowed to shoot in the Bavarian and Middle Franconian championships, his winning, however, would not count.

In high school he was a member of bow hunting clubs, but his first arrow did not fly competitively until it was a soldier's arrow. He had joined the Army and also its archery club at Fort Campbell, Kentucky.

Dave will occasionally share his Taylor-made expertise at future Army sports clinics. His will to win has seemed to develop simultaneously with his archery-muscled arms — the arms that can, because of strength plus pride, easily carry the Army banner at international championship meets!



Gerry Burton, Lubbock Avalanche — Journal





United we stand - - Surrounded we conquer



By MARLENE E. WALKER
Boston DRC

He found himself in a precarious situation. With only a handful of men he was in the midst of the enemy — surrounded. His solution: gather his men and CHARGE! He wasn't about to go down without letting them know the Army was there.

The site of this battle was Fort Adams in Newport, Rhode Island, long known as a "Navy" community. Within sight of Fort Adams is the US Naval War College and a Naval Base in Newport.

Recently, a class at the War College included a number of Army officers, one of whom was the former commander of the Baltimore-Washington DRC, Lieutenant Colonel J. W. Loffert.

Upon discovering the Fort Adams site, which he considered ideal for an Army awareness event, he called a meeting of Rhode Island and Massachusetts Army units, including Reserve and National Guard. A "Total Army Concept" open-house event was planned.



A UH-1H "Huey" helicopter stands inspection by curious visitors (top, opposite page). Several interested bystanders question an aviator (bottom, opposite page). Visitors crowd around airmobile exhibit from Ft. Eustis (left). The old and the new stand side by side at Fort Adams, Rhode Island (below).

Urged by Colonel C. J. Evangelos, Senior Army advisor to Rhode Island's adjutant general, head of the Rhode Island Army National Guard and former deputy commander for the Northeastern Region, the Governor of Rhode Island issued a proclamation announcing "Total Army Week."

Recruiters throughout the state hand-carried spot announcements and news releases to radio stations and newspapers.

LTC Loffert called in his troops: from Fort Devens, Massachusetts, the 10th Special Forces Team and

Medical Team; elements of the Rhode Island National Guard, the Army Reserve and members of the Recruiting Command. Local colonial units — the Rhode Island Militia and the Newport Artillery — also mustered their troops.

Hundreds of visitors each day were given a many-faceted look at Army capabilities. Army display vans flanked the fort's entrance providing brief, but detailed, information. The erecting and later dismantling of a MUST (Medical Unit Self-contained Transportable) hospital was complemented by

periodic briefings at the unit, and free blood pressure checks were given throughout both days. A comparison of Revolutionary War cannon and muskets was provided by local colonial units setting up their weapons adjacent to today's. Excitement peaked when soldiers rappelled onto the field from a hovering helicopter.

By the end of the two-day awareness program the Navy must have wondered who was surrounding whom. Chalk up one victory for Army awareness, a la USAREC.



The Rock on which the Storm will beat

Once upon a yesterday, on an arm of land jutting out from what is still the Union's tiniest state, a fort was built to protect the harbor. The fort, built in the late 18th century, was named "Fort Adams," in honor of our second President.

On the entrance arch to the fort is an inscription which reads: "Fort Adams, the Rock on which the Storm will beat."

Designed to defend against attacks from either land or sea, a war complement of 2400 with 468 mounted cannon could be accommodated. To demonstrate its significance (in comparison with Fort Monroe, which could also garrison 2400, but with only 380 cannon), the length of perimeter of

Fort Adams is just 565 yards less, at 1739 yards.

In recent history, Ft. Adams served as the command post for the extensive coastal defensive network protecting Narraganset Bay and Long Island Sound throughout World War II.

By its mere formidable presence the fort discouraged attack. It was never fired upon and the harbor it guarded remained a safe waterway. It is an excellent example of peace through strength.

Today, the Ft. Adams State Park provides a picnic area for family summer outings and tours are scheduled every 15 minutes, daily, from 10 a.m. to 7 p.m.



Update

New CHAMPUS Form

Reproduced on the facing page is the first of a series of new CHAMPUS claim forms which officials predict will greatly cut the number of claims that have to be returned for more — or correct — information.

Since the printed form will not be widely available until late this year, readers can reproduce and use the copy on the facing page for making claims for non-institutional care from civilian providers. This form replaces DA Form 1863-2.

This form can be used for about 70 percent of all claims processed by CHAMPUS. Of that 70 percent, about three of every ten claims are returned for more, or corrected, information.

"Whenever a claim must be returned, processing is delayed and this, in turn, slows down any payment due," said Joseph C. Rhea, CHAMPUS director. "We believe the new claim form will minimize the possibility of errors or omissions if instructions are followed carefully."

College Financial Aid

Recruiters thinking of going back to school, or enlistees who have serious college plans at the end of their hitch, should take note that some state-supported colleges pay all tuition for veterans who qualify. The qualifications are simple and easy to comply with.

In Illinois a veteran must have been an Illinois resident prior to military service; he or she must return to Illinois within six months of an honorable discharge; and must have served a minimum of one year on active duty. Of course, the individual must also be able to meet the entrance examination for the Illinois state college of his/her choice.

Other states have similar policies, and the maximum benefits of \$8,100 certainly make it worthwhile to check with the Department of Veterans Affairs in your state for an entrance application.

Latest Uniform Developments

Effective October 1, 1978, women who enlist will not find the Army green service hat in their clothing bags.

The hat will, however, be retained for optional use. The service hat will remain an organizational issue item for military police, bands, honor guards, and ceremonial units.

According to a uniform board official, the Young Soldiers' Advisory Panel agreed with the proposed drop and also recommended that the women's black beret be redesigned for a better fit. The Advisory Panel also recommended that a second beret be added to the women's clothing bag.

Another item approved for issue about a year from now is the men's black service glove currently issued to Navy enlisted men. The new black service glove will give soldiers a smarter appearance than the black leather shells and inserts issued now, particularly with the Army green uniform. The shells and inserts, however, will continue to be issued for wear with fatigues.

Also, the "Woolly Pully" sweater (similar to the one worn by Marines) was turned down and will not be authorized for wear with the Army uniform.

FORSCOM Awards

The people at FORSCOM remind us that strict compliance with suspense dates is necessary when submitting nominations for annual FORSCOM USAR Reenlistment Achievement awards.

They also remind us that people participating in the USAREC/USAR recruiting program are eligible to compete for the USAR Recruiter of the Year award.

In both cases, submissions must be at FORSCOM headquarters (Attn: AFPR-RR) by November 1. Nominees can expect to appear before a FORSCOM selection board about November 7.

71R Voice Auditions

The Defense Information School at Ft. Ben Harrison, Ind., announced that evaluations of taped voice auditions will be done with greater latitude in an effort to let more enlistees gain entrance to the broadcast specialist course.

Officials at the school also said that students will have the chance to get more help in voice and diction training once they begin the ten week course.

The school officials were emphatic, though, that the standards for graduation will not change.

A formal letter of acceptance from DINFOS, based on the taped voice audition, remains a prerequisite for an applicant to be enlisted for broadcast specialist training. In those cases where an applicant was not selected previously, based on the voice audition, the tape may be resubmitted for reevaluation under the concept of greater latitude for entrance.

At the E4 level, the Army has only about a third of the number of people authorized in MOS 71R.

For more information on MOS 71R, check the back cover and inside back cover feature from the January 1978, *Recruiting and Reenlisting Journal*.

CHAMPUS/CHAMPVA CLAIM FORM

For services or supplies provided by civilian sources except Institutions
Read cover instructions and the back of this form before completing and signing!

Form Approved
OMB No.
022-RO382

Patient/Sponsor Information (Items 1 through 18 to be completed by the beneficiary/patient or sponsor)									
1. PATIENT'S NAME (Last name, First name, Middle initial)			2. PATIENT'S DATE OF BIRTH MONTH DAY YEAR			7. SPONSOR'S NAME (Last name, First name, Middle initial)			
3. PATIENT'S ADDRESS (Street, city, state, ZIP code)			4. PATIENT'S SEX <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE			8. SPONSOR'S SOCIAL SECURITY NO. OR VA FILE NO.		9. VA STATION NO.	
5. MILITARY/VA IDENTIFICATION CARD CARD NO. ISSUE DATE MONTH DAY YEAR EFFECTIVE DATE MONTH DAY YEAR EXPIRATION DATE MONTH DAY YEAR			5. PATIENT'S RELATIONSHIP TO SPONSOR <input type="checkbox"/> SELF <input type="checkbox"/> SPOUSE <input type="checkbox"/> NATURAL or ADOPTED CHILD <input type="checkbox"/> STEPCHILD OTHER (Specify)			10. SPONSOR'S DUTY STATION OR ADDRESS FOR RETIREES			
14. DO YOU HAVE OTHER HEALTH INSURANCE? <input type="checkbox"/> YES <input type="checkbox"/> NO IF YES, ENTER NAME OF OTHER PLAN OR PROGRAM			15. IS CONDITION WORK RELATED? <input type="checkbox"/> YES <input type="checkbox"/> NO MILITARY SERVICE RELATED? <input type="checkbox"/> YES <input type="checkbox"/> NO AUTOMOBILE ACCIDENT RELATED? <input type="checkbox"/> YES <input type="checkbox"/> NO			PHONE NO. (Include area code)		11. SPONSOR'S BRANCH OF SERVICE	
ADDRESS CITY STATE ZIP			16. INPATIENT/OUTPATIENT CARE <input type="checkbox"/> OUTPATIENT <input type="checkbox"/> INPATIENT-EMERGENCY <input type="checkbox"/> INPATIENT HOSPITAL-OUTSIDE 40 MILE RADIUS <input type="checkbox"/> INPATIENT-SKILLED NURSING FACILITY <input type="checkbox"/> INPATIENT-OTHER <input type="checkbox"/> INPATIENT HOSPITAL-WITHIN 40 MILE RADIUS (ATTACH DD FORM 1251)			12. SPONSOR'S GRADE/RANK <input type="checkbox"/> USA <input type="checkbox"/> USAF <input type="checkbox"/> USMC <input type="checkbox"/> USN <input type="checkbox"/> USCG <input type="checkbox"/> USPHS <input type="checkbox"/> NOAA <input type="checkbox"/> VA		13. SPONSOR'S STATUS <input type="checkbox"/> ACTIVE DUTY <input type="checkbox"/> RETIRED <input type="checkbox"/> DECEASED	
14a. TYPE OF COVERAGE <input type="checkbox"/> EMPLOYMENT (GROUP) <input type="checkbox"/> MEDICAID <input type="checkbox"/> STUDENT PLAN <input type="checkbox"/> PRIVATE (NON-GROUP) <input type="checkbox"/> MEDICARE <input type="checkbox"/> OTHER			17. DESCRIBE CONDITION FOR WHICH YOU RECEIVED TREATMENT IF AN INJURY, NOTE HOW IT HAPPENED						
14b. OTHER IDENTIFICATION NUMBER			14c. EFFECTIVE DATE MONTH DAY YEAR			18. SIGNATURE OF PATIENT OR AUTHORIZED PERSON CERTIFIES CLAIM INFORMATION AND AUTHORIZES RELEASE OF MEDICAL OR OTHER INSURANCE INFORMATION. READ INSTRUCTIONS AND BACK OF THIS FORM BEFORE SIGNING.			
14d. OTHER PROGRAM THROUGH EMPLOYMENT? EMPLOYER NAME			SIGNED			DATE		RELATIONSHIP TO PATIENT	
Physician / Other Provider (Items 19 through 33 are to be completed by the physician or other provider.)									
19. NAME, ADDRESS & PHONE NO. OF REFERRING PHYSICIAN					20. NAME & ADDRESS OF FACILITY WHERE SERVICES RENDERED (other than home or office)				
<input type="checkbox"/> PRIVATE PRACTICE or <input type="checkbox"/> UNIFORMED SERVICES									
21. PROVIDER OF SERVICES <input type="checkbox"/> ATTENDING PHYSICIAN <input type="checkbox"/> OTHER		22. HOSPITALIZATION INFORMATION MO DAY YEAR MO DAY YEAR ADMITTED DISCHARGED			23. LAB WORK OUTSIDE YOUR OFFICE? <input type="checkbox"/> YES <input type="checkbox"/> NO CHARGES.				
24. DIAGNOSIS, SYMPTOM OR NATURE OF ILLNESS OR INJURY. RELATE DIAGNOSIS TO PROCEDURE IN COLUMN "D" BY REFERENCE TO NUMBERS 1, 2, 3, or DX CODE									
1. 2. 3.									
25. A. DATES OF SERVICE MO/DAY/YEAR		B. PLACE OF SERVICE	C. PROCEDURE CODE IDENTIFY	D. DESCRIBE PROCEDURES, SUPPLIES FOR EACH DATE. SUBMIT REPORT EXPLAINING UNUSUAL SERVICES OR CIRCUMSTANCES			E. DIAGNOSIS CODE	F. CHARGES	LEAVE BLANK
26. PATIENT'S ACCOUNT NO.		29. PHYSICIAN'S OR OTHER PROVIDER'S NAME, ADDRESS, ZIP CODE & PHONE NO. (INCLUDING AREA CODE)			G. TOTAL CHARGES \$		30. AMOUNT PAID BY BENEFICIARY \$		31. AMOUNT PAID BY OTHER INSURANCE \$
27. PROVIDER'S SOCIAL SECURITY NO.					32. AGREEMENT TO PARTICIPATE (READ BACK OF THIS FORM) <input type="checkbox"/> YES <input type="checkbox"/> NO				
28. PROVIDER'S EMPLOYER I.D. NO.		PROVIDER NO.			33. SIGNATURE OF PHYSICIAN OR OTHER PROVIDER (READ BACK OF THIS FORM BEFORE SIGNING) SIGNED DATE				

*PLACE OF SERVICE CODES

1 — (IH) — INPATIENT HOSPITAL
2 — (OH) — OUTPATIENT HOSPITAL
3 — (O) — DOCTOR'S OFFICE

4 — (H) — PATIENT'S HOME
5 — (DCF) — DAY CARE FACILITY (PSY)
6 — (NCF) — NIGHT CARE FACILITY (PSY)

7 — (NH) — NURSING HOME
8 — (SNF) — SKILLED NURSING FACILITY
9 — (AMB) — AMBULANCE
0 — (OL) — OTHER LOCATIONS

A — (IL) — INDEPENDENT LABORATORY
B — (OF) — OTHER MEDICAL/SURGICAL FACILITY
C — (RTC) — RESIDENTIAL TREATMENT CENTER
D — (STF) — SPECIALIZED TREATMENT FACILITY

CHAMPUS FORM 500 JUNE 1978

It starts with the law of averages

By CPT DOUGLAS A. MARTZ
HQ 290th MP Brigade

In case you haven't heard, recruiting's hard work. Oh, you've heard that already? You've got everyone in the units you support working for you? Great! Most recruiters aren't that fortunate. Most recruiters have to go out and find their own prospects. Unless a recruiter's tremendous, he can't afford to sit at his desk all day waiting for one or two walk-ins. He needs to get out there and find the prospects.

Call it what you will: prospecting, canvassing, cold-calling, whatever. It all amounts to the same thing: knocking on doors.

Recruiters in particular, and salesmen in general, don't pay enough attention to prospecting. Not without reason. Prospecting is hard, frustrating work. You get doors slammed in your face, receivers slammed in your ear, letters slammed in the trash can, and you wonder why you ever became a recruiter in the first place.

Prospecting's hard work. It requires creativity, discipline, endurance, enthusiasm, and a lot of patience on your part. It's easier to sit back and wait for the prospects to come to you. A lot of miners failed that way. So have a lot of recruiters.

They gave up, many times, because they didn't have the patience or the discipline to deal with rejection.

You may start to wonder what's wrong with you, your approach, your attitude, or if you're cut out to be a recruiter in the first place. Salesmen go through that. It goes with the territory. So what? How can we as recruiters improve our success at prospecting, take

some of the worry out of it, and keep the edge that makes us the best salesmen (and women) in the world?

It starts with the law of averages. Before you strike the "mother lode" in recruiting you'll strike out a certain number of times. For instance, as an employment counselor in the private sector, I made a minimum of fifty phone calls a day. If the average held true, I would have four interviews set up as a result of those fifty calls. That's a ratio of less than 12:1. I got discouraged a lot. For every 15 interviews I arranged I would place, on the average, one person. I got even more discouraged. But I wanted to make money, so I made the calls, got the expected number of no's and struck the "mother lode."

Recruiting's the same. As a recruiter I know I'm going to get a bunch of prospects who say no before I get one who will say yes. Fine. Every time a prospect says no, I take up my recruiting pick and shovel with renewed vigor. The "mother lode" is that much closer!

So where can we start? How can we make the law of averages work for us? How can we make our recruiting mine pay off for us?

When you call the interested party, start with a short, well-rehearsed presentation covering the things you think are important; things such as pay, benefits, schooling, advancement, patriotism, or whatever works for you. Then you ask, "When can we get together?" Stop talking, you've said enough! Most people don't like silence. The first few times you stop talking, neither will you. Wait anyway. The person on the other end won't like it either. He'll start talking.

Let's assume you've done your job well, made a clear, complete and concise presentation, and the prospect indicates he wants to get together with you. It's still your mine, and you've still got the pick and shovel. If he sounds only slightly interested you might suggest getting together at his school or home. It increases the odds you and he will get together.

Regardless of where and when you've agreed to meet, you're finally going to have to put it all together and meet the prospect face-to-face. You talk, he talks, you ask questions, and he answers, he asks questions and you answer. You do your job well, and finally the paperwork's done, he's processed for testing, taken the physical, and on his way to basic training.

Well done! Relax, put your feet up. Think about what you've done. Prospected. Made your mine work for you. Caught the law of averages and turned it to your advantage, sifted through a lot of material and found the "mother lode." It's a good feeling.

Eventually you'll be able to keep a score card for yourself. "I made _____ calls today. I have _____ interviews set up. I have _____ follow-up interviews set up. My average is _____ interviews for one enlistment. I have _____ processing. I have _____ enlistments for today, _____ for the week, and _____ for the month. My goal is _____ per day, _____ per week, and _____ per month."

Carry the card with you and refer to it from time to time. Within a month you'll be able to go back over your accumulated score cards and determine your own law of averages. You'll know, in advance, how much material you need to sift before striking the "mother lode." 🛠️



Captain James Dubik gives his bird's eye view of life with the Rangers from his vantage point as S-1 officer, HQ, 2d Ranger Battalion, 75th Infantry at Ft. Lewis, Wash. These, of course, are his perceptions from his experience. Prospects should recognize that these are not guarantees.

"What's it like in a Ranger battalion?"

Sometimes, history has the answer. Former rangers — from the Revolutionary War on — have set a standard of excellence unmatched by any group in the military service. Rangers have traditionally been assigned the most difficult missions. They led the way on invasion beaches in Africa, Italy, Normandy and Luzon. Rangers led units through Korea and provided the "eyes and ears" for many commanders in Vietnam.

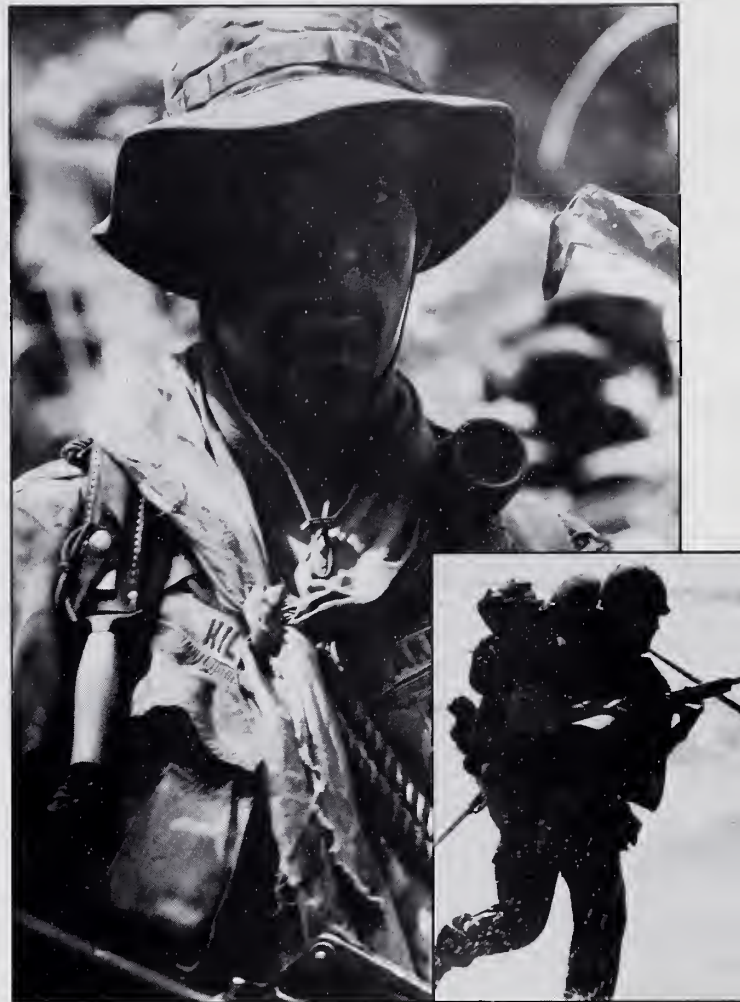
The "Ranger Mystique" is perpetuated by exciting ranger school stories. Stories of walking all night, eating snakes and climbing mountains; walking while asleep and sleeping while standing up are stories told in clubs and barracks. While these may have a foundation in fact, the longer a soldier is "out of school" the shakier the foundation becomes.

What can a recruiter or reenlistment NCO tell a person who is thinking about winning and wearing the Ranger tab?

First, that he will serve with the best leaders and soldiers in the United States Army. Members of a Ranger battalion are excellent soldiers and men of the highest caliber. When soldiers arrive at a Ranger battalion, they want to be there. They challenge both themselves and their leaders to be the best.

Additionally, they are "whole" men. Not only are skill manuals, tactical situations, weapons, special military operations, and physical training topics of constant discussion, but Rangers can always be found reading military history, current events magazines and professional journals.

Second, that as Rangers they will be wet, cold, tired and hungry over 50 percent of the time. Rangers are in the field "a lot." They participate in frequent joint readiness exercises, field training exercises and



emergency deployment readiness exercises all over the world. They are expected not to "just perform" under adverse conditions, but to perform well.

Finally, they will have the challenge of a lifetime. Rangers are proud of who they are, what they do, and how well they do it. The professional and personal demands on Rangers are great; not everyone can make the grade. For those who do, however, the rewards and satisfactions far outweigh those demands.

Those who are enlisting or reenlisting for service in a Ranger battalion should prepare for this assignment. Physically they should train to accomplish the following tasks:

- Run 5 miles in 45 minutes.
- Walk 20 miles in 6 hours with full field gear and weapon.
- Complete the advanced physical fitness test by scoring 400 total points and 60 points in each event.

They should understand that service in a Ranger battalion involves extended field duty both on and off the post to which they are assigned.

The "Ranger Mystique" is one that is hard to dispel. I suppose it's because many of the facts support the mystique. Soldiers who want to be part of this tradition must remember: look at the facts and determine if you want to be a part of the mystique. 🦋

FLARE

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20 BN **AIRBORNE** **75TH INF**

This is the Army